

МІНІСТЕРСТВО ОСВІТИ І НАУКИ, МОЛОДІ ТА СПОРТУ УКРАЇНИ

**ХАРКІВСЬКА НАЦІОНАЛЬНА АКАДЕМІЯ МІСЬКОГО
ГОСПОДАРСТВА**

ЗБІРНИК ТЕКСТІВ І ЗАВДАНЬ

до практичної роботи

з дисципліни

**«ІНОЗЕМНА МОВА ПРОФЕСІЙНОГО СПРЯМУВАННЯ
(ДОДАТКОВА)»**

(англійська мова)

**(для студентів 4 курсу денної форми навчання
напряму підготовки 6.020107 – «Туризм» та
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Збірник текстів і завдань призначений для студентів денної форми навчання, які у майбутньому будуть працювати у сфері готельного, ресторанного і туристського сервісу. Тематика збірника та система завдань дає змогу продовжити формування комунікативної та соціальної компетенції студентів. Запропонована інформація є необхідною для ефективного виконання професійних обов'язків майбутніх спеціалістів.

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INTRODUCTION

Dear Student,

This booklet is designed to help you learn and practice the English that you will need in a variety of situations in tourism and hospitality settings. You have already had experience working with professional materials during the first three years of studying at the academy but the present paper deals with the issues you will need as a student of the fourth year. The booklet actively involves you in reading and discussing texts presenting information on the latest developments in the field, role-playing professional situations, making graphs and tables on the basis of the information received, write business letters and other documents and a variety of other activities designed to prepare you for the situations that you will face in your job. We know that a booklet can't tell you everything, but the teacher can give you some useful tools for when you are at work and need to use English. The author hopes that you enjoy the activities prepared for you and presented in the booklet.



Dear Teacher

The author hopes you will find the booklet useful in preparing your students for the English language tasks that they will face in tourism and hospitality settings. The material of the booklet deals with the topics you should discuss with the students of the fourth year at the department of Hotel and Restaurant Business and Tourism. The reading material is devoted to discussing issues closely connected with the content modules. The texts used are authentic and supply the students with the information on the activities of the hotel, restaurant and tourism industry in the English speaking countries, their latest developments as well as challenges and problems they face. The booklet actively involves the students in activities that will prepare them for many of the situations they will encounter.

In the following collection of texts with tasks the materials for the two content modules (змістовні модулі) and five submodules are presented, which help to continue the process of professional competence forming. There are Module 1 “Business and Professional Communication” (1.1. Business Meetings. Development in Tourism . 1.2. Business Negotiations. Insurance in Tourism . 1.3. Promotion and Marketing in Tourism. Business Documents.) and Module 2 “International Cooperation in Tourism” (2.1 International Management and Ethics. 2.2. International Negotiations.).

Each module includes several content units and each unit presupposes a set of various activities which help students to develop integrated skills in reading, speaking, listening and writing. The students are also expected to enforce grammatical competence, develop skills in their vocabulary enlarging, making presentations, participating in role games, doing project work (including Internet search). The activities cover topics relevant to the students to motivate their involvement and active participation in the class work. Many activities can be performed both in class or at home (as self-study) with further discussing and evaluating of the results.

Depending on the teacher’s strategy as well as students’ learning styles some materials or units can be viewed as optional without damaging the main aim of the present collection of texts with tasks, i.e. professional competence and socio-cultural awareness forming.

MODULE 1

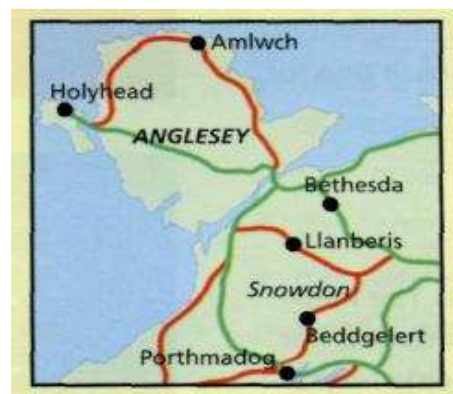
BUSINESS AND PROFESSIONAL COMMUNICATION



1.1. BUSINESS MEETINGS. DEVELOPMENT IN TOURISM

A. Reading and speaking.

1. *You are going to take the roles of different people and debate the pros and cons of a major tourism development in an area of outstanding natural beauty. First read this newspaper article and summarise the main points.*



HOLDING A PUBLIC MEETING

Ambitious plans to spend £100 million on a disused slate mine in north Wales are causing a fierce dispute among locals. The tourist development is planned to centre around a "Quarrytorium", with a guided visit down the mine, and a residential complex built around eight dry ski slopes, a tropical park with illuminated waterfalls, lasers and holograms and an adventure playground.

The disused mine is at Glyn Rhonwy, less than a mile from the village of Llanberis, on the northern edge of the Snowdonia National Park. It has been bought by Arfon Borough Council which has asked several developers to come up with plans for redeveloping the site.

Recently a company called Leisure Land has come up with a project which, besides the Quarrytorium, also includes hotels, conference facilities, shops and restaurants, and a sports centre. Most controversially, there are also plans for thirty "holiday farmsteads", each consisting of about twenty farm-type cottages.

However, since the proposals were published in the local paper, people have started objecting. A protest group has been formed, headed by Gwynneth Jones, whose house overlooks Glyn Rhonwy. Although careful to give credit to the council for buying and trying to develop the area, the protest group feels that the scheme would overwhelm the village and be alien to the natural beauty of the region.

The matter is now being debated at an extraordinary council meeting in the town hall at which a decision on the future of Arfon must be reached. Representatives of all the viewpoints of the local community have been invited.

(extract from *Holiday Which?*)

2. *Work in groups. Your teacher will choose a chairperson who should use the role card below. Your teacher will tell the other people where to find their role cards. You can add your own ideas to the suggestions on the cards.*

THE CHAIRPERSON

Your role is to make the meeting go smoothly and let everyone have their say. Discussions can get heated and you may have to remind participants to remain polite, not interrupt, not monopolise the discussions and so on. Here is some useful language:

- | | |
|----------------------------------|--|
| Opening a meeting | <i>Right, shall we get started?</i>
<i>The first thing we have to discuss I decide is...</i> |
| Inviting comments | <i>I'd like to give the floor to ...</i>
<i>Mrs Olsen, is there anything you would like to say?</i>
<i>Does anyone have any further comments?</i>
<i>Would you like to come in here?</i> |
| Directing the proceedings | <i>We seem to be losing sight of the main issues.</i>
<i>With respect, I don't think that is entirely relevant.</i>
<i>Could we stick to the subject under discussion, please?</i>
<i>Perhaps we could come back to that later.</i>
<i>I'll come to you in a minute.</i> |
| Closing the meeting | <i>Are there any further points anyone wishes to make?</i>
<i>To sum up, ...</i>
<i>Are we all agreed on this?</i>
<i>Shall we take a vote? All those in favour? All those against?</i>
<i>I declare this meeting closed.</i> |

3. *Writing. Write a 250-word press release reporting what was said at the public meeting about the development at Glyn Rhonwy.*

B. Reading and speaking.

DISCUSSING A NEW PACKAGE

1. *Read a part of a meeting between Maria Rodrigues, the MD of Exotic Destinations, and members of the Planning Committee. They are discussing a new package tour to Cuba. Then answer these questions:*

- a Why are Exotic Destinations interested in starting a package to Cuba?
- b Why do they think they will be competitive?
- c What load factor will they be working on?
- d What kind of overheads are mentioned?
- e What are they going to charge for a two-week package?
- f How will they compensate for their low profit margin?
- g What is the difference between their rates and those of their competitors?
- h Why does Richard want the final package prices?

Maria: OK, let's get down to business, shall we? You know the situation, don't you? We've been approached by Sky Air who have some spare capacity on their transatlantic 767s and they've asked us if we're interested in chartering aircraft to Cuba. So I've been out to look at some sites and I've negotiated rates and come to an agreement with some hoteliers and I think we have a good price because obviously everyone in Cuba desperately needs foreign currency at the moment. Now David, what about you, what's the position exactly with Sky Air now?

David: Well, they've given us their seat rates and we've negotiated a discount by taking a time slot they wouldn't have been able to fill. So we've got 270 seats at approximately £250 each for twenty-five weeks in rotation. And I'm told by the marketing people that we'll probably be working on load factors of about 80 per cent - so we should be doing OK.

Maria: Right, that's good news. Shirley, how much do you think we'll be able to charge for the whole thing?

Shirley: Well, taking into account overheads like travel agents' commission, transport charges for local tours and other things like, the salaries of local reps and so on, I think £550 for two weeks is about right.

Maria: OK, and after taking into account commission, transport and salaries, what profit margin does that leave us?

Shirley: Eight per cent. It's low I know, but even just £5 or £10 will persuade people to go elsewhere. But I do think we'll be able to sell more local tours. I'm told that there's likely to be a 15 per cent take-up on the tour to Havana, which is very encouraging. Also I've made a comparison with our competitors in the Dominican Republic and we're about 10 per cent cheaper than they are.

Maria: Good. And what about the brochure? Richard?

Richard: Well, we've started to write the copy and I've had a lot of photos taken of the resort and I must say it looks pretty good. If you can give me your final prices I can update the figures.

Maria: What kind of time scale are we working in?

Richard: Well, we're having this brochure printed by a different firm and we have to meet a deadline for 1st September so, if all goes according to plan, the brochure should be published in October.

C. Vocabulary. Meetings

1. Match the verbs in A with the noun phrases in B to make expressions which are often used in meetings.

A	B
find	round in circles
face	comments
put	to a decision
invite	agreement
reach	the proposal
second	facts
raise	(something) to the vote
go	the subject
come	common ground



2. This is an extract from a meeting about tourism in GOA. Fill in the gaps with expressions from exercise 1.

The chairman (a) _____ from the audience.

Mr Singh I would like to (b) _____ of cost - who is going to pay to clean up the beach?

Mrs Patel Mr Chairman, we've already debated these issues - we must now (c) _____. I know we hold opposing views but perhaps we can (d) _____. But if you want my opinion, we must (e) _____ - either we encourage tourism or we remain poor.

Mr Dahar But look, we're (f) _____ ; // we don't (g) _____ now we'll be here all night.

Mrs Devi But I think we have discussed the matter enough. We must now (h) _____ .

Mrs Patel I (i) _____ ; it's an excellent idea.



D. Reading and making a presentation.

ANALIZING RESEARCH FINDINGS

1. Read this article about Docklands and answer these questions.

- a What are Docklands' strengths and weaknesses for tourism development?
- b Would you advise a hotel chain to invest there? Why? Why not?

DOCKLANDS TURNS ITS ATTENTION TO TOURISM GROWTH

DOCKLANDS, DOMINATED BY the mighty Canary Wharf Tower, is the new face of tourist London. The London Docklands Development Corporation, through which the Government's grant funding for the area is channel led, is "extremely supportive of the London Tourist Board initiative" according to Sunny

Crouch, its director of marketing and public affairs.

"London is the premier gateway for visitors to this country - and we must make sure we do not lose that position," she says. "Docklands are not top of the attractions visitors want to see, although English Tourist Board surveys show us to be about number six on the list of priorities, a place visitors go to on their second or third trip. What we have to offer is a new face.

"It is fascinating to show groups of overseas visitors, who have come to London with images of ancient heritage and tradition, something that is new and modern. Canary Wharf, for example, is probably the world's largest urban development project.

"Docklands is an area that is dynamic, changing, as it has been over the centuries - and there is plenty for visitors to see. There is Tower Bridge, of course, with its walkways, and the new Design Museum on the south side of the river. On the north side, there is the Tower itself and St Katherine's dock.

Our communications links with the rest of London are also good. We have the Docklands Light Railway, buses and, by next May, we will have completed our road programme when the Limehouse link is opened. And the DLR, which now operates between Mondays and Fridays, will open at weekends from next summer."

Airport success

And, of course, there is London City Airport, which now has connections with seven major European cities. Its popularity is rapidly improving - but we British seem slow to realise its advantages, as some 80 per cent of its passengers are inbound.

Previous criticisms that there are few shops, restaurants, pubs, wine bars and so on in the area are no longer valid, adds Sunny Crouch. "Terence Conran now has three restaurants on the south side and in the newer area there are at least twenty-one shops, plus half a dozen pubs, restaurants and other places to eat and drink," she says.

Furthermore, there are now more than 1,000 hotel beds in Docklands, including the new Scandic Crown and International Britannia hotels. "Docklands attracts over 500,000 visitors a year," says Sunny, "and, in tourism terms, we have an important cluster of attractions. We are finding that visitors pick up the Docklands Light

Railway at Tower Bridge, take it right through Docklands to Island Gardens, then walk through the foot tunnel to Greenwich and take the boat back. That way, they get the best possible view of what we have."

The Docklands development story is far from over. "We have plenty of land in the Royal Docks area and we are looking for tourism/leisure type developments for this because we feel that in the present climate we don't need any more office schemes," says Sunny. "For example, there is the London Dome project, to create a magnificent covered bowl for sporting events, conferences, concerts and so on."

Finance, it seems, is almost in place for this ambitious project - with the backers undeterred by the failure of Olympia & York, developers of Canary Wharf, where, until it was temporarily closed following an attempt to plant a bomb there, the tower (the tallest office building in Europe) was attracting 5,000-6,000 visitors every weekend, eager to see the unique panorama of London from its top floor.

(from Tourism Enterprise)

2. The Far East Investment Group is looking at hotel investment opportunities in London and has recently commissioned a survey from Lewis, Dupont & Kruger, a firm of independent consultants for leisure and tourism. Read the letter that accompanied their findings.

Levis, Dupont & Kruger
Forth Street, London 9
9 September

Dear Mr Pang,
We are pleased to present our study of the proposed FEIG hotel development in London.
As is customary with market studies of this nature, our findings are only valid for a limited period of time. The estimates are based on the most reliable evidence available at the present time.
We look forward to presenting the study to you as arranged at the Hilton Hotel on 27 September.
Yours sincerely,
Milton West

3. *Read the extract from the meeting where representatives of Lewis, Dupont & Kruger are presenting their findings to a meeting of the FEIG and take notes based on these headings.*

REASONS FOR CHOICE OF AREA
COMMUNICATIONS
PROPOSED SITE
TYPE OF HOTEL
FACILITIES
DEMAND PROFILE

John: So, as you can see from the documents in your folders, ladies and gentlemen, the first part of the report deals with the siting of the proposed development. The obvious candidate is the Docklands area to the east of London. There are two main reasons for this. First is the fact that there has been a shortage of suitable sites in London, and the Docklands development represents a unique opportunity for expansion. Secondly, many hotels in the city centre - that is the area known as the West End - have been upgrading recently and have become correspondingly more expensive. As the demand for hotel accommodation has increased there has been a shortfall in supply of more price-conscious, three-star accommodation, and this is the sector we recommend you should invest in.

Thirdly, this area of London represents a unique investment opportunity. The English Tourist Board surveys show that it's about number 6 on the list of things to see in London and it'll probably develop as a tourist destination in its own right. And with the City so close it's also the main business area and particularly well served by London City Airport to which about 80 per cent of passengers are inbound. And communications with the rest of London are good with the Docklands Light Railway and the Thames River Bus. Hopefully, we'll also see the completion of the London Dome Project, which will be a major venue for sports events, concerts, conferences and so on.

Mary: Have you been able to identify a suitable site?

John: Yes, we've made enquiries with a number of agents and we've earmarked a site in the Port East development - this is on the North Quay of the West India Dock and we'll be visiting it this afternoon.

Peter: Fine. So this is described in section 1, is it?

John: Yes, and well, as you will see in section 2 of the report we feel that you should aim for a 300 bedroom hotel in the three-star category so the guest rooms would obviously reflect that standard –so, should have private bathroom and shower, colour TV, in-house video films, direct dial telephone and so on. And we think that, because there's bound to be some noise from road traffic, the rooms should be sound-proofed.

As far as the restaurant is concerned you'd probably need about 150 covers and even that number may be too small at peak times. So you would be well advised to use the conference and banqueting facilities as an additional breakfast room, or give tour groups continental breakfast as room service.

Peter 3: What about the location of the restaurant?

John: Well, it should really look out onto the river to maximise its appeal for both residents and non-residents. The same goes for the bar and lounge area. It would be a shame if they didn't. Other things we deal with are, section 2.3, the conference room which should be really for quite small events, say a maximum of ninety to 100 people.

Mary: Why so small?

John: Because most of the office sites have planned their own in-house conference and meeting facilities and, as we said before, there will be conference centres in the area. 2.4 deals with the health and fitness club and possibly a swimming pool, which is actually very important because if you have club membership it could well be of considerable appeal, not only to guests but to office workers and local residents. This could generate quite a substantial additional revenue for the hotel. And another thing we feel is important is the provision of a car park for about 100 cars - possibly with some kind of security system - and also space

for half a dozen coaches for the tour group business.

Mary: OK, so that perhaps brings us to the anticipated demand for the hotel. What would be the mix of guests?

John: George, that's your speciality.

George: Yes, well, we surveyed other hotels in the region and found that there's an average mix of 58 per cent tourist demand and 42 per cent business, but there are wide variations as there are some that have a 75/25 business / tourist split and others with a 20/80 split. But, from our contacts with both tour operators and business houses, it would seem that, given that Docklands is a secondary location, it would be more price sensitive than the West End and could therefore attract tour groups for whom the centre of London is too expensive.

4. *Make a presentation based on your notes about the finding of Levis, Dupon and Kruger company.*

E. Speaking.



STATEMENTS ABOUT TRAVEL AND TOURISM

1. *Look at the following statements made by tourists and travellers. In pairs, decide whether you agree or disagree. Give reasons. Afterwards, compare your opinions with another pair.*
 - a I would never go on holiday to a country whose politics I didn't agree with.

- b Space will provide a vast new frontier for the adventurous to explore.
- c It doesn't matter if you can't speak the language of the country you visit.
- d If you live in a tourist resort you need the tourists but you also resent them.
- e Tourism is going to continue to expand. In fifty years' time more people will be working in tourism-related jobs than any other type of job.
- f The best way to travel is alone.
- g Travelling makes you appreciate your home more.
- h Tourism ultimately spoils a country.

2. *Two of these statements are making predictions about the future. In general terms, what do you think tourism will be like in fifty years' time?*

F. Reading and speaking.

DEVELOPMENT IN TOURISM

1. *Imagine a hotel in space. How would it be different from the hotels of today? Who would want to stay there? Discuss the following questions.*
 1. What will a space hotel look like? What shape will it be? How big will it be? How will it be built?
 2. How might these types of traveller benefit from a space hotel: businessmen or women, elderly people, families with children, honeymoon couples?
 3. What traditional hotel facilities will remain? How might they change? For example, think about cabins and showers/washing facilities.
 4. Which sports and recreational activities will be possible in a space hotel?
 5. What kind of food will travellers eat?
 6. Staying in space will be expensive. How could tickets be made cheaper?
2. *Read the article about the proposed NASA Space Hotel. It gives the answers to some of these questions. Compare them with your own answers and fill in the gaps in the advertisement below.*

NASA TO OFFER ROOMS WITH A VIEW IN ORBITING HOTEL

By Edward Welsh

WELCOME to the ultimate penthouse suite: a hotel orbiting Earth. NASA, the American space agency, is sponsoring a project to build a space station for holidaymakers by 2012.

A firm of architects that specializes in hotels is drawing up designs. Wimberley Allison Tong & Goo, an American architectural practice based in Honolulu, Hawaii, envisages the hotel accommodating 100 people as it orbits the Earth. Passengers will be ferried to and from it by the next generation of space shuttles.

At present it costs about £5m to buy a ticket into space: two Japanese businessmen paid that amount to join a Russian space trip last year. But the project's backers believe prices will drop dramatically with the advent of new spacecraft.

They estimate it will cost less than £ 10,000 per head to check into the space hotel for three days of out-of-this-world views and the chance to experience weightlessness.

Buzz Aldrin, the former astronaut and second man to step on the moon, believes the opportunity to book a long weekend in a low-earth orbit would prove hugely popular. He is planning a lottery scheme that would reduce the cost of space travel for winners to a mere £50.

'The view from space is like having a globe on your desk', he said. 'It's a broadening experience after looking at parts of the Earth such as the Mediterranean or bits of America on maps and then to see them for real.'

A viewing deck designed as a glass bubble will have panels providing computer-aided images to help guests identify which part of the Earth they are looking at. The panels will also show relevant information such as weather conditions.

Guests will be served food grown hydroponically on board, and prevent their muscles from atrophying by playing ball games in zero gravity.

They will also get a chance to dock alongside and pay a visit to the planned international space station, which should be orbiting Earth by then. But with nowhere

else to go, the only other day trips available would be spacewalks. The plan envisages the hotel being divided between areas of zero and artificial gravity. This will allow guests to experience floating in space but also provide a refuge for the one in two passengers expected to suffer from space sickness. An area with artificial gravity will also help guests have a shower.

Howard Wolff, Vice-President of the architects, said the project had presented him with a completely different set of problems in comparison to his normal work designing holiday resorts. 'It's like developing a new, vast, and wonderful frontier', he said. 'But the point will be to strike a balance between creating an out-of-this-world experience and providing some creature comforts.'

The most exciting event in tourism this century!

The NASA Space Hotel

Opening in the year ¹ _____ .

Accommodation for ² _____ people at a cost of ³ _____ per person – but you can buy a ticket for only £50 in our special ⁴ _____ !

Special features include:

A chance to really watch the world go by from the ⁵ _____ .

Day trips to ⁶ _____, and you can also go on a ⁷ _____.

Zero gravity area and ⁸ _____ gravity area.

Designed by the architects ⁹ _____ to give the perfect balance of an ¹⁰ _____ experience combined with some of the ¹¹ _____ you naturally expect from a luxury hotel.

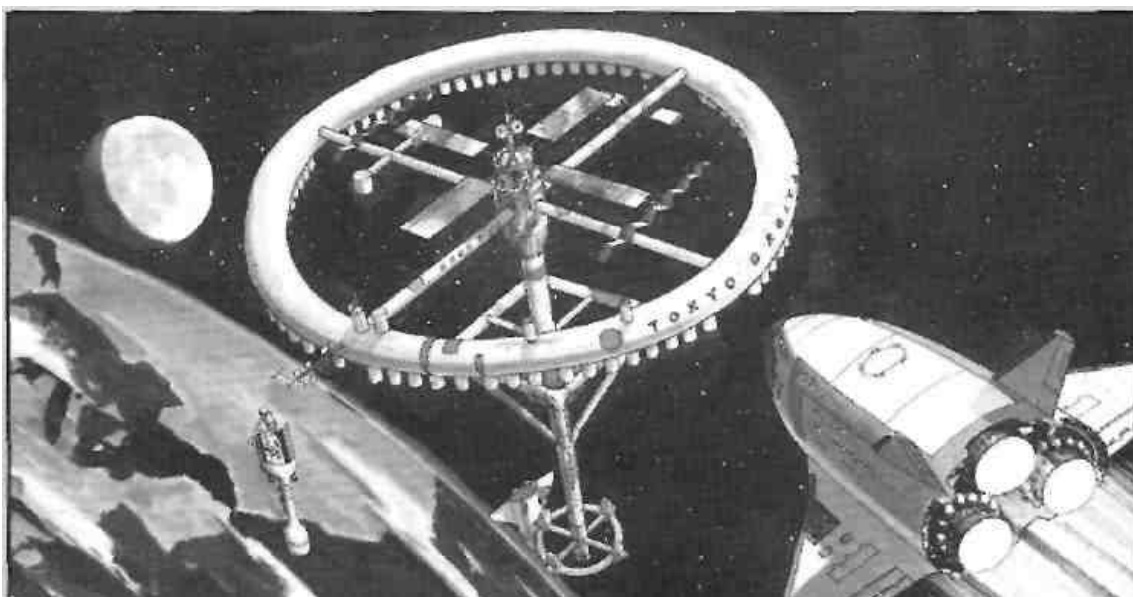
3. *In groups, discuss the following questions.*

- 1 How likely do you think these developments and predictions really are?
- 2 Would you like to visit the space hotel described in the article? What would you like or dislike about it?
- 3 What job opportunities would there be in such a hotel?

G. Reading and discussing.

1. Below is an article about a Japanese space hotel. Some of the sentences have been removed from the text. Read the article and then look at B.

JAPANESE SPACE HOTEL



'Thank you for travelling with British Airways' new Orbitours service. We are cruising at about 25,000 kph at an altitude of ninety km, and have almost left the Earth's atmosphere. In a few minutes we will start the docking manoeuvre with the Tokyo Orbital international hotel...'

Japan's Shimuzu Corporation is already making plans for the day that there are regular flights into space, not for astronauts and cosmonauts, but for tourists and sightseers.

The company expects that, within thirty years, space will provide a vast new frontier for the adventurous.¹ C

The elderly will enjoy a low-gravity environment, where sleep is more comfortable than on earth. Honeymooners will find that microgravity adds extra excitement to their first night together.²

As the aerospaceplane closes in on Tokyo Orbital International, passengers will

witness a hotel that looks quite unlike any on earth. Various sections will be connected to a central shaft, like meat on a skewer. At the bottom of this cosmic shish-kebab will be the docking port.³ _____

Within them, the air will be cleaned by single-celled plants called algae, and artificial gravity will be created by rotating the wheel at about three times a minute.

Though it is only seventy per cent of the earth's pull, the artificial gravity will allow conventional hotel room fittings such as flush lavatories, showers, and wash basins. The space tourist will enjoy luxury that will be a far cry from the capsule hotels currently enjoyed by Japanese businessmen.⁴ _____

Three million kilograms of junk are estimated to swarm within 2,000 kilometres of earth. A piece just a few centimetres in diameter could destroy a module on the hotel, so special measures will be required to protect tourists.

The intrepid tourist may also suffer from a close relative of sea sickness - space adaptation syndrome.⁵ _____

Space tourism will not come cheap - estimates of the cost abound, ranging from tens of thousands to millions of dollars, depending on the trip, time-scale, available technology, and the market for the experience.⁶ _____

As for whether space tourism will occur at all, we can look at the development of air travel.⁷ _____

If this pattern is repeated in space, there are bound to be commercial flights within the next sixty years.

2. The following sentences have been removed from the text. Read them through and put them in the correct place. The first one has been done for you.

- a Above it there will be an inverted pyramid holding the hotel lounge, and at the top there will be sixty-four separate rooms arranged in modules around the edge of a vast eighty-metre diameter wheel.
- b Some technical consultants estimate that the cost per seat could fall from \$4 million in the space shuttle to \$10,000 in a 'spacebus'.

- c *Then anyone with enough money will be able to experience the thrill of space flight, from the push of high g-forces on take-off, to the moment when the sky changes from blue into the pitch black of space.*
- d In the past sixty years the number of people who cross the Atlantic has grown from a handful of daredevils to some 25 million a year.
- e Around half of those who have gone into space suffer this unpleasant side-effect, though effective drugs are likely to be available in the future to overcome the nausea and discomfort.
- f Several hazards face the space traveller, however.
- g And under the flashing strobes of the low-gravity discotheque, a new generation of bizarre dance styles will evolve.

3. Are the following statements true (T) or false (F)?

- 1 The Shimuzu Corporation has started building the first space hotel.
- 2 The company expects that cheap space travel will be a reality within thirty years.
- 3 The space hotel is likely to appeal to different age groups.
- 4 The hotel lounge will be beneath the rooms.
- 5 The hotel will create its own gravity by spinning slowly.
- 6 Hotel guests will still be able to use facilities such as toilets.
- 7 The hotel will run the risk of being hit by pieces of debris in space.
- 8 About fifty per cent of today's astronauts suffer from sea sickness.
- 9 Most experts agree on what the likely price of space travel will be.
- 10 Space travel will expand as rapidly as air travel.

H. Business documents studying.

TRAVEL AGENCY LETTERS

- 1. Travel agents use a number of standard letters when dealing with clients' reservations and ticketing arrangements. Below are twelve paragraphs*

which come from three different standard letters (four from each).

- 1 a confirmation of a travel booking
- 2 an accompanying letter sent out with tickets and travel documents (and offering other services)
- 3 an acknowledgement of a complaining letter

2. Decide which paragraph is from which letter and then put them in the right order.

- a Passport and visas in order? Just a final reminder for you to check that your passports and any visas are valid.
- b I am investigating the points raised in your letter and will reply to you as soon as possible.
- c I am delighted to enclose the travel documentation for your ⁱ holiday, and as your holiday approaches could I just remind you of some of the services we are able to offer you?
- d I am pleased to confirm your forthcoming travel arrangements with Airtours to Fuerteventura, commencing on 20 April.
- e If you have any questions relating to your travel arrangements please do not hesitate to call in and see me, or telephone me on 0181 889 8919.
- f Are you driving to the airport? If so, and you need airport car parking or an overnight hotel, let us book it for you. We can provide these services at competitive rates.
- g Thank you once again for writing to me.
- h Please find enclosed a receipt, recording your payments, and providing you with current details of your travel arrangements and their costs.
- i Thank you for your recent letter, the contents of which have been noted and are receiving my attention.
- j Have you bought your holiday money? If not, there are two ways in which we can help you. You can either order your money by ringing us on 0181 889 8919 and we will prepare the order for you to collect on a date convenient to you, or

simply call in and buy your money in the shop. Whatever your preference we do recommend you take a combination of traveller's cheques and currency. All major foreign currencies are instantly available - others just take a day or two longer.

- k Your final balance payment is due on or before 31 March. This may be paid by credit card, cash, or cheque made payable to JBC Travel. As explained at the time of booking your holiday a service charge will be levied for all credit card transactions.
- l I am extremely sorry that not all the arrangements made on your behalf ran smoothly. Please accept my sincere apologies.

I. Reading and summarizing.

PITFALLS OF INTERNATIONAL MEETINGS

1. Read the text about international meetings.

¹ More than six years ago the US futurist John Naisbitt wrote: '...the more technology in this society, the more people want to get together.' But even he could not have envisaged the dramatic growth in the number of international meetings over the past few years.

Unique with all these meetings, which range in size from a few to more than a thousand, is that many of the participants leave their culture to meet in another. Unfortunately, what is not unique is that many of the meetings fail to accomplish their objectives to a very high degree.

The purposes of these meetings are varied, ranging from exchanging information to rewarding performance and creating opportunities for professional development. Often, as in the case of IBM Europe and other companies, the meetings are staged to introduce new products and make a sales pitch to top customers. IBM tries to get its top customers away from their normal business environment and gather them in a location that creates an atmosphere that 'puts them in the right frame of mind and then allows us to do some high level selling'.

During the past year, I have attended a number of international meetings and witnessed first-hand serious administrative and planning problems, all of which

undermined the chances of success.

A classic bungle was the arrival of participants' material three days after one meeting ended. In another case, the audio visual equipment required by a presenter was delivered as the meeting was ending. At yet another meeting, the audio visual equipment was the wrong format, and the presenter was unable to show his video tapes.

International meeting organizers are sometimes guilty of even the most fundamental blunders. For example, at one meeting, pork was the only meat served to the many Moslems attending. At a three-day seminar, staged by an American company, the absence of any scheduled social activities drew complaints from the many European participants.

Company gatherings often show the most serious shortcomings. One very 'process' orientated meeting reflected the corporate culture. It encouraged small group discussions and group reports. Many of the participants wanted, and were expecting, more formal presentations by senior executives.

International meetings can be costly to stage, especially if they are poorly organized and fail to achieve the desired results. To have any chance of success, the foremost issue to consider is the purpose of the meeting. Only when that has been clearly articulated can organizers begin to plan the meeting and determine whether it has been a success. At international meetings with participants from many different cultures, unique issues are bound to arise. For example, the timing of meals and the selection of the menu, the listing of names and titles, the use and language of business cards, the necessity of interpreters or translators and getting materials through customs are all factors that must be taken into account by the organizers.

It's especially important to allow participants who travel long distances sufficient time to rest, physically and mentally, before the meeting begins. One large US-based organization ignores this completely, expecting travellers from Europe after a nine-hour-plus flight to attend a four-hour meeting the day they arrive. The following day, meetings are scheduled to begin at 8 a.m. and continue until 10 p.m. Most European participants are exhausted by the demanding regime and find that they benefit only marginally from the meetings.

A mini-checklist for any international meeting should begin with efforts to identify the nationalities of potential participants and make provisions that cater to their specific cultural needs.

Warnings to avoid national stereotypes, condescending attitudes and above all jokes, which are easily misunderstood, are among the tips given to organizers and speakers at international meetings by Dr. Ernest Dichter, a motivational psychologist. He suggests that honoured attendees should be welcomed and that, when appropriate, deference should be shown to participants because of their high-ranking positions.

Speakers making presentations in English at an international meeting in a country where it is not the national language, should tailor their presentation so that it will be understood by the entire audience. There are important considerations for persons responsible for the introduction of speakers. For example, personal information or the sharing of insights about one's family life, which is common in North America, is not appropriate in Europe or Asia.

© International Management

2. *Make a 250-word summary of the text.*

1.2. BUSINESS NEGOTIATIONS. INSURANCE IN TOURISM

A. *Reading and speaking.*

1. *Work in groups and discuss these questions.*

- a What do you think a foreign tour operator wants from a hotelier?
- b What do you think a local hotelier wants from a foreign tour operator?
- c Who is in a better position to negotiate?
- d What problems do you think there might be?

2. *Before you read the article below, check you know the words in the box. Use a dictionary if necessary.*

crucial	to bluff	a hike (prices)	(room) allocation	to bargain
to feature	to brief	to barter	an upgrade	a shortfall
(in a brochure)				

3. *Read "Hotel Contracting" and answer these questions.*

- a Who is Gary David?
- b What does his job involve?
- c In his opinion, how cooperative are the hoteliers he has been working with?



HOTEL CONTRACTING

Hotel contracting is one of the most crucial activities of any holiday company's business — it is also one of the most demanding with an endless round of resorts and hotels and the inevitable negotiations of next season's rates.

"We need hoteliers as much as they need us," said Cadogan Travel's tour operations general manager Gary David, who has made thirty-four visits to nine destinations featured in the winter brochure. "But they play games; there's a lot of bluffing going on."

He claims this year to have toured 170 hotel and self-catering properties, viewed 500 bedrooms and visited sixty-five handling agents. This is in addition to briefing couriers, inspecting hotel noticeboards to make sure material is well displayed (it often isn't), visiting the tourist offices for each destination and dealing with forty airlines that serve the resorts.

"There are all sorts of politics," said Mr David. "It is a question of attitude as

well because some hoteliers like bigger operators while others do not."

At Gibraltar's Rock Hotel, the manager agreed to contributions for advertising and brochures, whereas in Tangier, the Rif Hotel manager refused to move from his 20 per cent hike in rates.

However, bartering for room rates is only one aspect of Gary David's work. Others cover increases in room allocations, upgrades, added extras such as wine, fruit or flowers, afternoon tea, improved child reductions, long-stay deals and contributions towards advertising, which are all used to improve the overall deal.

Another way of getting a better deal from hoteliers is to introduce a new section to the brochure which promotes a top hotel in each resort, and use this as a bargaining tool, or give out awards to tempt them to give better discounts.

"In Gibraltar I've had to drop two hotels because of poor standards so I've got a shortfall in capacity. I've got now to push for increased room allocation, but I'm dealing with hoteliers who don't need me because most cater for business traffic."

(adapted from *Travel Trade Gazette*)

4. *Tell your partner about Gary's job. Make notes before you begin.*

B. Business documents studying.

BUSINESS REPORT

Read the information about the business report structure.

Most short **formal reports** have a format similar to this:

- Title page or heading - this should be clear but short.
- Terms of reference/Objective - this states why the report is being written.
- Procedure - the method used to collect information.
- Findings - what was discovered.
- Conclusions and recommendations - a summary of your report and suggestions for the future.

After drafting your report, check it:

- Does it have clear headings and a numbering system?
- Is all the information relevant and necessary?
- Is it logically organised?
- Is the language in the right style for the intended readership?
- Is it easy to read?
- Is the English correct?

C. Writing.

Work with a partner. You are research assistants for a tour operator called Exotic Destinations. Write a report on the relationship between your management and resort hoteliers. Use the article "Hotel Contracting", your own ideas and the headings below as the basis for your report.

1 TERMS OF REFERENCE

At the request of the MD, to carry out a survey on the relationship between our management and resort hoteliers.

2 PROCEDURE

- A questionnaire was designed in consultation with senior marketing staff.
- Our hoteliers and our Tour Operations Department were approached and asked to complete the questionnaire.
- The findings were analyzed.

3 FINDINGS

3.1 Tour Operations outlined the following difficulties:

3.2 Hoteliers tended to focus mainly on money and methods of payment.

4 CONCLUSIONS AND RECOMMENDATIONS

Name:

Research Assistant

Date

D. Role-play.

NEGOTIATING AN AGREEMENT

Work in groups of four. Within your group you will work in two teams of two people. Team A consists of the Marketing Manager and the Chief Negotiator for GETAWAY, a tour operator. Team B consists of the Commercial Relations Manager

and the Chief Negotiator for VISTAS, a chain of travel agents. Team A look at the text below. Team B look at the text for your group.

TEAM A: GETAWAY

1. Look at the agenda below. You have just finished discussing item 2. Read and discuss your negotiating position.

- Item 3* You usually give agents 11%. The highest you have ever offered is 12.5 per cent.
- Item 4* You would like to have guaranteed eye-level racking in all agencies.
- Item 5* If they ask for incentives, offer 80p to the person confirming the booking. You would make this payment monthly, working from the departure date. If they pay quarterly (like all your other clients), you can offer £1.10.
- Item 6* Your policy is to acknowledge complaints within five days and where possible to give a full explanation within three weeks. Often a lot of time is needed to check up on all the facts .
- Item 7* You can offer an educational for the travel agency staff which this year will be to India.

2. Before you start negotiating with VISTAS you should decide:

- what you want to achieve.
- your order of priorities.
- what you think VISTAS will want.
- how much you are prepared to accept.
- what you think VISTAS will be prepared to accept.

3. Decide who will say what. Then negotiate with the VISTAS representatives.

TEAM B: VISTAS

1. Look at the agenda below. You have just finished discussing item 2. Read and discuss your negotiating position on the remaining items with your partner:

Agenda 12/03

Sales of GETAWAY Tours

1. Minutes
2. Review of forecasts for next season
3. Commission levels
4. Racking
5. Incentives
6. Policy on complaints
7. Educationals

2. Before you start negotiating with GETAWAY you should decide:

- what you want to achieve.
- your order of priorities.
- what you think GETAWAY will want.
- how much you are prepared to accept.
- what you think GETAWAY will be prepared to accept.

Item 3 You would like to receive commission of at least 13.5%. You realise this is optimistic; your average is 12%.

Item 4 You can guarantee eye-level racking in larger agencies, but smaller shops will display brochures at their own discretion.

Item 5 As an incentive to sales staff you would like to see a payment of £1.25 per person paid to the consultant who confirms the booking. This would be paid monthly working from the departure date.

Item 6 You feel that any customer complaints should be dealt with in writing by the operator within a week. Customers need to feel that their complaint is getting somewhere.

Item 7 You would like educationals for your agency staff.

3. Decide who will say what. Then negotiate with the GETAWAY representatives.

4. If necessary refer to Useful negotiating language.

Useful negotiating language

Making a proposal

I suggest we ...

Our position is that...

We're sure you'll agree

Agreeing

I'd go along with that.

Point taken.

I suggest we ...

Our position is that...

We're sure you'll agree

Agreeing

I'd go along with that.

Point taken.

Disagreeing

Yes, but...

I'm afraid that's out of the ... question.

We appreciate your position but...

I see your point but...

Let's be realistic.

As we see it...

E. Writing.

After your negotiations between GETAWAY and VISTAS, write a letter to confirm your agreement. Use this outline as a model. If you haven't reached agreement, you will have to modify some of the wording.

Dear

This is a summary of the points we covered during our meeting of (date)

1 Commissions

It was agreed ...

2 Sales, Display and Racking Policy

The policy on this will be ...

3 Incentives

After discussion, it was decided ...

4 Customer complaints

It was agreed ...

1 Educationals

These will ...

With best regards

Yours sincerely

F Vocabulary.

FORMAL AND INFORMAL LANGUAGE

In formal situations big and a lot of are often replaced with other expressions.

1. *Choose words or phrases from the box to replace a lot. For example: a lot of facilities = extensive facilities*

substantial	a great deal of
a wide range of	widespread

- a a lot of land
- b a lot of growth
- c a lot of tourist attractions
- d a lot of interest in the area

2. *Choose words from the box to replace big. For example: a big bill = a hefty bill*

radical	handsome
spacious	large-scale

- a a big refurbishment
- b a big change in market demand
- c a big lobby
- d a big profit

3. *Work with a partner. Which sentence in each pair would be more suitable for a formal report?*

1

- a You asked us to look into the idea of putting some money into a hotel development.
- b We were asked to investigate the potential of investment in a hotel development.

2

- a Our preferred location is in close proximity to Canary Wharf.
- b The place we liked best is very near to Canary Wharf.

3

- a Lots of hotels in the suburbs had to let people pay very low rates to get enough business.
- b A substantial number of hotels in the suburbs were obliged to charge exceptionally

low rates in order to achieve an adequate volume of business.

4

a Demand has begun to improve and increased revenues are beginning to compensate for the lean years.

b Demand has begun to pick up and bigger revenues are beginning to make up for the bad years.

5

a This section is about the way we worked out the figures, the things we took into account and the way we went about getting an approximate idea of profits in the future.

b This section details the calculations, assumptions and methodology which form the basis of estimated profit projections.

F. Vocabulary.

REPORTING VERBS

1. *These verbs are often used to report what someone has said. Do you know them all?*

acknowledge	concede	insist	remark
accept	confirm	maintain	reply
agree	deny	observe	reveal
announce	explain	point out	state
claim	imply	promise	suggest

They can be followed by a clause beginning with *that*. For example:

The protest movement **claimed that** the environment would suffer but the chairman of the planning committee **guaranteed that** it would be protected.

These verbs can be followed directly by to.

accept agree claim promise threaten

The hotel has **agreed to** reduce noise levels after midnight.

The protest movement has **threatened to** blow up the planned development.

Some reporting verbs are followed by a person then to. These include:

advise instruct order remind urge
ask invite persuade tell warn

They **persuaded** the operator **to** drop the project. She **warned** them **not to** go ahead.

Practice

2. Choose suitable verbs to complete the extract. (Often more than one answer is possible.)



IN A STRONGLY-WORDED article published two weeks ago, Vanessa Gardner, editor of *Tourism Alert* (a) _____ that "Green Tourism" is just another marketing gimmick to lure even more tourists to new destinations and make even more bucks for the operators. She (b) _____ that tourism brings foreign income to developing countries but (c) _____ that all the local population get out of tourism is the privilege of making our beds and shining our shoes. And she (d) _____ that the marketing people are wrong to (e) _____ that a holiday can only be Green if it takes place in an undiscovered part of the world and costs the earth. She (f) _____ that you only need twenty rich foreigners descending on an Amazonian village to create more environmental and cultural damage than 10,000 ordinary holidaymakers

enjoying themselves in a resort where there is no fragile ecosystem or culture left to ruin.

But in another article which appeared in last week's *Travel Gazette*, Antony Jay of Outreach Adventures pec disagreed. He (g) _____ that Green tourism was just a fashion and (h) _____ that operators did care about the future. And to prove it he (i) _____ to donate \$100 per person to the Worldwide Fund for Nature. How many businessmen would do that?

G. Business documents studying.

I. FAXES

- 1. Read this fax that contains important information about changes in a reservation and requests about the room. After reading the fax, answer the questions that follow.*

ANDERSON & COMPANY FAX (734) 555-5991

TO: Wilshore Hotel and Suites
FROM: Mr. Marcus Shuman
RE: Change of reservation for J. D. Anderson
DATE: 9/23/10

Dear Wilshore Hotel and Suites,

I am writing in regard to a reservation for J. D. Anderson in January 2011. Mr. Anderson has one room reserved at your hotel with a king-sized bed for four nights beginning the 4th of January. His reservation number is A24766.

Mr. Anderson's daughter has decided to go to Florida and stay in the hotel with him; therefore, I would like to request to change Mr. Anderson's reservation to a room with two double beds. Mr. Anderson would also like to extend his stay for two more nights.

Please make the necessary changes, and confirm the new reservation with me by fax at your earliest convenience.

Sincerely,

Marcus Shuman
Administrative Assistant
Anderson & Co.

1. Who wrote the fax? _____
2. Where does he work? _____
3. What is his job title? _____
4. What is the main reason for the fax? _____
5. Whose reservation is being changed? _____
6. Why does Marcus Shuman need to change the reservation?
7. What two changes does Marcus Shuman make? _____
8. How does he want the hotel to confirm these changes? _____
9. What is the fax number of the company Marcus Shuman works for?
10. What is the name of the hotel? _____
11. How does Marcus Shuman sign the fax? _____
12. What is Mr. Anderson's reservation number? _____

2. Read the following fax and make notes for the answer.

From: Mr. John Thiry (JohnT@HotSpot.trvl.com)
Date: Wed, 12 May 2010 5:20 PM
To: Mrs. Alissa Payton (Apayton@HiFlyair.com)
CC: Ms. Maria Gomez (mg@supernet.com) Subject:
Subject: Special ticket

Dear Mrs. Payton,

I am writing to ask you a question about a passenger's ticket. A passenger, Ms. Gomez, recently bought a ticket in our office to travel from Philadelphia to Newark on HiFly Air Flight 74 on the 10th of June. Miss Gomez had a voucher for \$50 toward her next flight on HiFly; therefore, she paid the total amount minus the \$50. I sent her payment to your airline along with her voucher, and the passenger and I both thought that everything was fine for her flight. However, yesterday I received a notice from HiFly informing me that Miss Gomez's reservation was canceled because payment was not made in full by the deadline. Her payment was made in full two months ago. Can you please explain to me why you canceled this reservation? Please reinstate her reservation and contact me as soon as possible.

Mr. John Thiry
Hot Spot Travel

3. Now write Mrs. Payton's response here.

From:	Mrs. Alissa Payton (Apayton@HiFlyair.com)
Date:	Wed, 12 May 2010 6:20 PM
To:	Mr. John Thiry (JohnT@HotSpot.trvl.com)
CC:	Ms. Maria Gomez (mg@supernet.com) Subject: Re: Special ticket
<hr/>	
<hr/>	
<hr/>	

II. FAXES TO HEAD OFFICE

On the coach tour, the escort had to contact her head office to inform them of the problems she was having.

1. Look at her first fax and note the standard layout of the headings. The message is mixed up. Put the sentences in the right order.

Hotel La Plaza Fax message

Barcelona

To Sunsearcher Tours Head Office

Attention Operations Manager

From Jane Dancaster

Date 15 August

Pages 1

Re: Tour ET612 : European Delights

- a Yesterday the air-conditioning also broke down.
- b Please reply a.s.a.p.
- c I am writing to let you know we have had one or two problems with the coach.
- d I have therefore had to restrict its use.
- e Firstly, the toilet is not operating correctly.
- f If not, could you authorize me to have an emergency service at the next convenient place?
- g The temperature is now nearly 40 degrees Celsius and obviously it is very uncomfortable.
- h Although I have tried to keep it clean, this has not been possible.
- i Is there any chance of a replacement coach?

Regards,

Jane

2. *Here are notes for Jane's second fax. Write the complete fax, including headings. She is now staying at the Hotel Majestica in Seville.*

- pity you couldn't send replacement coach
- managed to get air-con to work a little
- must complain, about driver
- rudl and uncooperative,
- argument with me yesterday
- swore at passenger this morning
- left luggage at hotel and refused to go back for it (eventually persuaded him)
- request advice

3. *Now write a third fax concerning the incident with the lost passengers*

I. Business documents studying.

EMAIL MESSAGE

1. *Read each email, and write a response to each with answers to the questions in the message.*

From: Angela Riso [ariso@deluxehotels.com]

Date: Mon., 7 Jun 2010 9:50 AM

To: Kimberly Hannigen [khannigen@deluxehotels.com]

CC:

Subject: Sightseeing tour

Kimberly,

A woman named Ms. Linder called and wanted to make reservations for a group of 25 to stay at the hotel for 8 days in September; however, before making reservations, she wanted to know if we could set up a 2-day local sightseeing tour for the group. Is it possible to set up a private tour for a group of 25? Where would you suggest they go? Please contact Ms. Linder at (430) 555-8118 tomorrow morning. If you are able to set up a tour for her, please connect her to reception so that we can make the reservations. If you have any questions, email me.

Angela

Now write Kimberly's response below.

From: Kimberly Hannigen [khannigen@deluxehotels.com]

Date: Tuesday, 8 June 2007 10:00 AM

To: Angela Riso [ariso@deluxehotels.com]

CC:

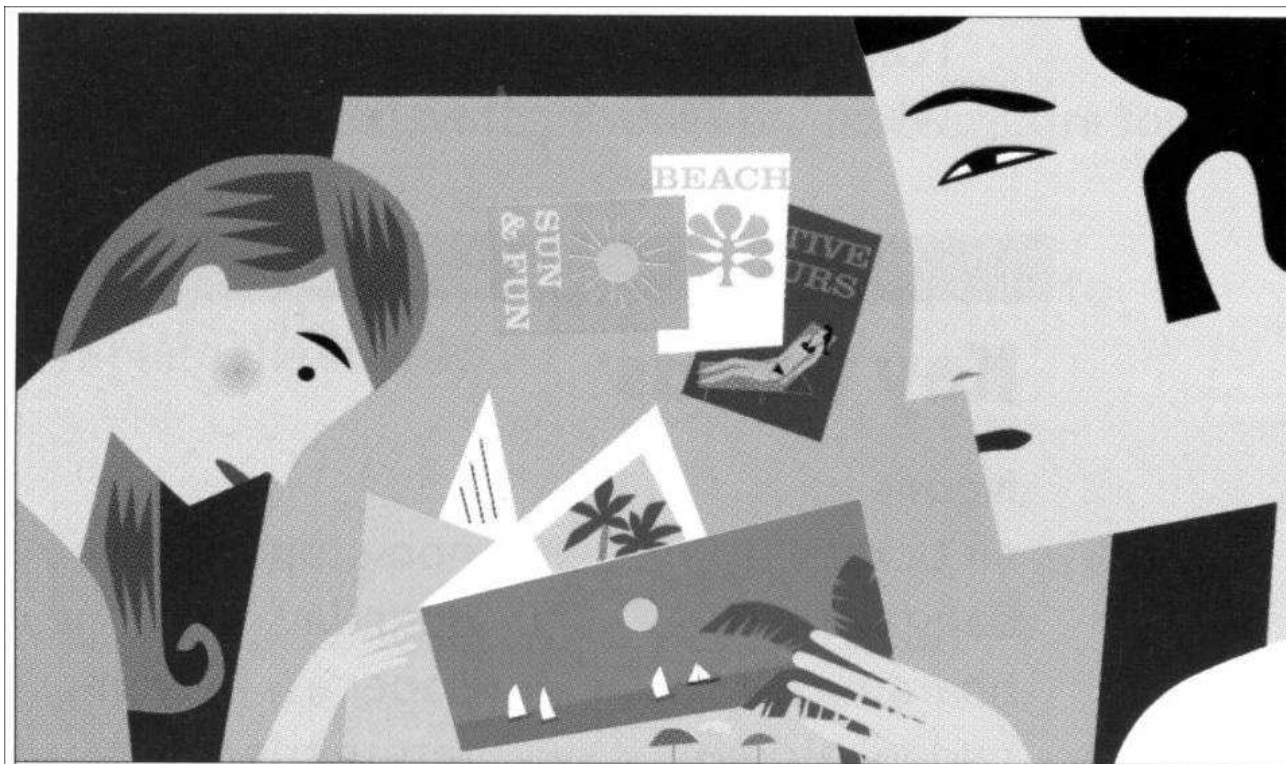
Subject: Re: Sight-seeing tour

Angela,

2. Now write Kimberly's response below.

From: Kimberly Hannigen [khannigen@deluxe-hotels.com]
Date: Tuesday, 8 June 2010 10:00 AM
To: Angela Riso [ariso@deluxe-hotels.com]
CC:
Subject: Re: Sight-seeing tour
Angela,

J. Reading and speaking.



TRAVEL INSURANCE

1. *Have you ever taken out a travel insurance policy? If so, have you ever had to make a claim? What items would you expect to be covered on a typical travel insurance policy?*
2. *In pairs, discuss whether you would expect a tourist or traveller to be covered for the following situations. What compensation would they be entitled to?*

- a Their suitcase wasn't at the airport when they arrived at their holiday destination. It turned up two days later.
- b Someone stole their passport and wallet on the beach.
- c They had a bad attack of flu and had to stay in their hotel room for two days.
- d Their car broke down on the way to the airport and they missed their flight.
- e The alarm clock didn't go off and they overslept and missed the flight.
- f They broke a leg and had to go to hospital. They weren't able to travel home for a week later than planned.
- g They had to cancel the holiday at the last minute because one of the party had an accident.
- h They had to cancel the holiday at the last minute because they discovered their best friend was getting married at the same time.
- i Because of bad weather the flight was held up for twelve hours.
- j They were involved in a serious road accident. The hire car they were driving and the car they crashed into were both written off. One of the party was also permanently injured and unable to work again.

3. *You are going to read a leaflet giving brief details of a travel insurance scheme. Match these headings with the paragraphs in the text.*

- a Curtailment
- b Delayed baggage
- c Loss of deposit or cancellation
- d Loss of passport
- e Medical and other expenses
- f Medical inconvenience benefit
- g Missed departure
- h Personal accident
- i Personal baggage
- j Personal liability
- k Personal money
- i Travel delay

OUR PREMIUM TRAVEL INSURANCE PLAN PROVIDES

1. _____

Sometimes your journey may have to be cancelled for reasons beyond your control. If this happens, you are eligible to make a claim.

2. _____

If you have to cut short your trip because of injury or illness, we'll repay a proportionate amount of your prepaid expenses.

3. _____

If an accident permanently prevents you from working or results in you losing an eye or a limb you will be paid £40,000. Should you die as a result of an accident your beneficiaries will be paid £25,000. These benefits are reduced if you are under 16 years of age.

4. _____

Our Premium Travel Insurance Plan covers medical costs and certain other expenses that may be incurred outside the UK.

5. _____

If you are sick or injured and have to spend time in hospital or confined to your hotel bed, you'll receive a payment for every complete day.

6. _____

We provide cover for any loss of personal property. There is a maximum payment for single articles and a maximum value for valuables and photographic equipment. Please ensure that this is sufficient for your needs.

7. _____

Loss of personal money, traveller's cheques, and travel tickets are covered under this section.

8. _____

You can claim for expenses incurred in obtaining a replacement passport.

9. _____

If your baggage is mislaid, we'll pay up to £100 for emergency purchases and compensation for the inconvenience.

10. _____

You are covered for legal liability for accidental injury to a third party or accidental damage to their property by an indemnity of up to £2.5 million.

11. _____

If you cannot reach your international point of departure in time, due to public transport failure, an accident, or mechanical failure involving the car you're travelling in, up to £1,200 will be paid to help you reach your scheduled destination.

12. _____

If your aircraft or boat is delayed for more than 12 hours, a compensation payment will automatically be made

4. *Read the text again and check to see if the answers you gave to the situations in exercise 2 are correct.*
5. *Vocabulary focus. Match the phrasal verbs and idiomatic expressions in column A with their definitions in column B*

A	B
breakdown	cancel
call off	have mechanical failure
cut short	appear
turn up	reach
write off	delay
go off	curtail
hold up	completely destroy (especially a car)
get to	make a sudden loud noise

K. Reading and writing.

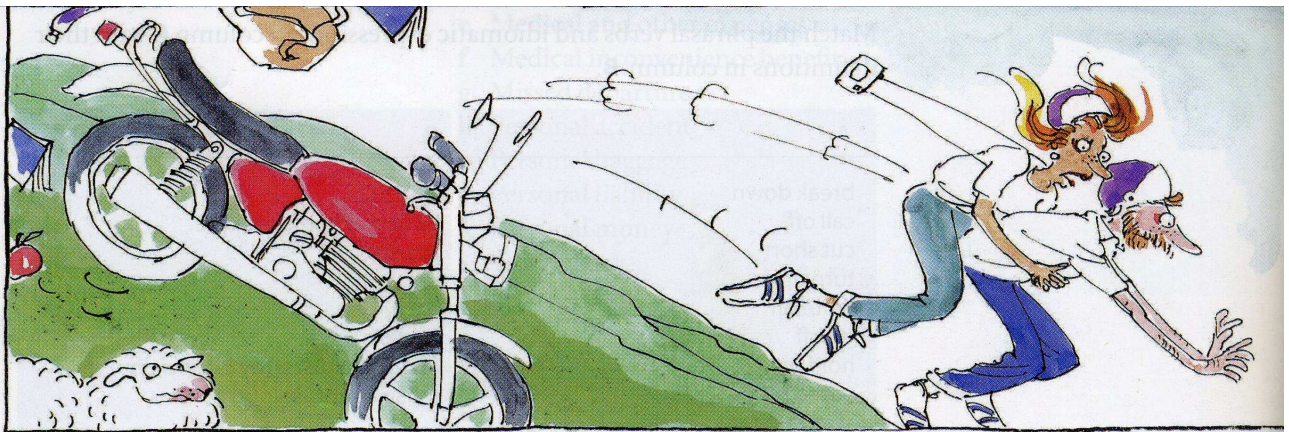
INSURANCE REPORT FORMS

Imagine you are a resort representative. You have to write reports for your tour operator on any unfortunate incidents that happen to tourists in your resort.

These reports may be used for future insurance claims or for handling complaints, so it is important to be accurate. Read the story about the incident which happened in San Francisco and write the report using the given form.

INCIDENT REPORT FORM

Resort _____
Name of resort representative _____
Date of incident _____
Name of client _____
Summary of incident _____
Statement by client _____
Signature _____



HOLIDAY DISASTER

REPORTER Mr Murray, you were at the scene of the explosion at the Plaza in San Francisco last night. It must have been something of a shock?

BRIAN I can tell you it was one of the most frightening moments of my life.

REPORTER Can you tell us exactly what happened?

BRIAN Well, we were staying there for a couple of nights. We'd been to the movies, and we'd just had a nightcap in the hotel bar and we were going back to our room. We got to our floor, and we were just coming out of the elevator when there was an explosion and

- the whole corridor seemed to burst into flames. Everyone in the elevator started panicking, but I managed to keep reasonably calm.
- REPORTER** Let me see if I've got this right - you were actually on the floor where the explosion took place?
- BRIAN** Yes, that's right. It was pretty scary, and I still can't believe I did what I did -I've never been particularly brave.
- REPORTER** And what did you do, Mr Murray?
- BRIAN** It was like this: one man tried to get the elevator to go back down, but I stopped him, because I know you're not supposed to use the elevators if there's a fire. I knew where the stairs were, but the corridor was in flames. Luckily I remembered where the fire extinguisher was and I rushed through the smoke and grabbed it. I sprayed it on the flames and managed to clear a path so that the guys from the elevator could get to the stairs. When we were all out we raced down those stairs like there was no tomorrow.
- REPORTER** So what you're saying is that you got the people out single-handed?
- BRIAN** Well, I suppose I did - the people in the elevator anyway. But it wasn't just me. The whole hotel had to be evacuated, and by a miracle no one was hurt.
- REPORTER** How did it feel afterwards?
- BRIAN** Later on people were saying I was a hero, but it's not something I want to repeat I can tell you!

L. Reading and writing.

NEGOTIATION TECHNIQUES

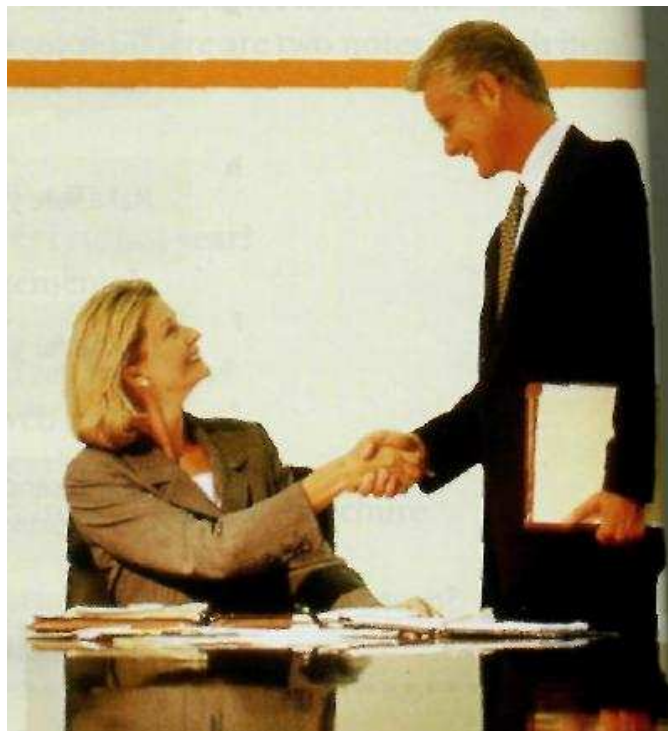
When they are putting together a tour, tour operators have to hold detailed discussions and sign contracts with a number of 'principals', such as hotels, carriers (airlines), and coach companies. During these discussions the tour operator must try to negotiate the best deal.

1. *You are going to read an article giving advice on how to negotiate successfully. Before you read it, discuss how a business negotiation is different from everyday conversation.*
2. *The title of the article is 'Be prepared! The art of successful negotiation'. What advice do you think the writer will give? Think about these four subheadings.*

- Preparation
 - Language and behaviour
 - Achieving your objectives
 - Follow-up
3. *Now read the article on the next page to see if your predictions were correct. Work in groups of four. Each person should read one of the four sections and explain it to the other members of the group.*
 4. *What is meant by the expressions **up your sleeve**, **a game plan**, and **hard man**, **soft man**?*

BE PREPARED! THE ART OF SUCCESSFUL NEGOTIATION

Are you satisfied with the way you handled that last set of negotiations? Couldn't you have done just a little bit better? Are you letting down your company - and yourself? This list of helpful hints may allow you to come away from your next negotiation with a greater sense of achievement.



Preparation

Being prepared is the most important thing. If you haven't had time to prepare properly, then cancel the meeting -you'll be wasting your time.

1. Make sure you know the arrangements - the time and the place.

2. Set aside enough time for the meeting.
3. Have a clear set of objectives: what do you really want to achieve? List your main objectives and your secondary objectives. What is the minimum position you are prepared to accept?
4. Take what you need - documents, materials, people.
5. Dress appropriately. 'Power-dressing' may help, but it's more important to dress so that you feel comfortable and confident.
6. If you're hosting the negotiation, then think carefully about the arrangement of the room and the layout of the furniture.

Language and behaviour

Your behaviour should be polite and respectful - you won't gain anything by being rude. In international negotiations you may also find you're talking to someone whose first language isn't the same as yours.

1. Allow time for social conversation - and have a few topics of conversation up your sleeve.
2. Don't use threatening body language or gestures (unless you want to threaten!).
3. Be polite and civil, *fe* even when you're being tough.
4. Make sure you understand what the other person is saying. Ask for clarification if necessary.
5. Be sure the other person understands you. Offer repetition *or* clarification.
6. Don't patronize the other person if they don't understand your language easily. Don't treat them as if they are deaf or stupid just because their first language is not yours.
7. Show respect for different cultures and find out about them before your meeting - it may help you get what you want!
8. If the language difference is really great, then employ an interpreter.

Achieving your objectives

If you've done all of the above then you're nearly there. But you've still got to keep alert during the meeting, and respond to developments effectively.

1. Prepare a strategy - a 'game plan' - of how you want the meeting to go, but be ready to adapt. Flexibility is vital.
2. If you're negotiating in a team, then think about your different roles and strategies - you may each have a different area of expertise, or you may each decide to take a different approach (for example, 'hard man, soft man').
3. Make concession if it helps to achieve main objectives. The concessions can be real or apparent.
4. Avoid an atmosphere of conflict.
5. Listen to the other speaker. Don't interrupt - let them finish their points.
6. Respond to the point they make with respect.
7. Avoid saying 'No'.

Follow-up

A successful negotiation can be destroyed if you do not spend time confirming what has been agreed.

1. Keep notes of the main points as the meeting progresses even if there's a minute taker or it's being recorded.
 2. Make sure all parties agree on what has been agreed before you leave the meeting.
 3. Follow up the meeting a few days later with a letter or a contract listing the terms on which you agreed.
-
5. *You might hear the following things said during a negotiation. Which piece of advice in the text do they refer to?*
 - a Could you just repeat that?
 - b Did you have a pleasant journey?
 - c Can I just recap on what we've agreed so far?
 - d If I can start with your first point...
 - e Yes, I see what you mean, but don't you think it would be better to _____ ?
 - f Would you like me to go over that again?
 6. *Do you think any of the advice is particularly important for a tour operator about to start negotiations with a hotelier or an airline company? Is any of it not relevant?*

M. Vocabulary.

Read the following dialogue. Choose the correct option from the words in italics. The first one has been done for you.

MICHAEL Hello, Jeanette, this is Michael from Spanish Steps. How are things going with you?

JEANETTE Oh, very well. We're quite busy because we've just taken delivery of some new coaches.

MICHAEL Oh, right, well, in fact that is what I was ringing about. I thought we ¹*ought to/must get* together and discuss the arrangements for next year.

JEANETTE Yes, that sounds like a good² *idea/possibility*. What³ *about/for* Wednesday 30th?

MICHAEL No, that's not very ⁴ *available/convenient* for me. I⁵ *could/shall* do the Thursday - can you?

JEANETTE Yes, that looks good. Shall we ⁶ *arrange/say* 2.30?

MICHAEL Yes, that would be fine.

JEANETTE Is there anything in particular that you'd like to⁷ *bring/take* up?

MICHAEL Yes, I thought it⁸ *might/can* be useful to talk about how many clients we'll be sending over and how many coaches we'll be likely to need.

JEANETTE Yes, I⁹ *agree/am agreed*. Perhaps we could talk about prices as well. Obviously we've made a big capital investment, and we're going to need a little extra to reflect the money we've spent.

MICHAEL Well, I¹⁰ *understand/interpret* what you're saying, but perhaps we can look at other ways of making sure you get extra revenue.

JEANETTE OK, well, we can look at that. Was there¹¹ *other things/anything else*?

MICHAEL Yes, there was one other thing. I'd like to bring up the matter of reliability- we had quite a lot of complaints about late departures, and we felt we got a bit of a raw deal to be ² *honest/true*.

JEANETTE Well, maybe, but I'm sure that things will be better now. Is that everything?

MICHAEL Yes, I think so - we've got a pretty full agenda there. I¹³ *look forward to/am happy* seeing you again.

JEANETTE OK, I'll see you at 2.30 on the 31st. Goodbye.

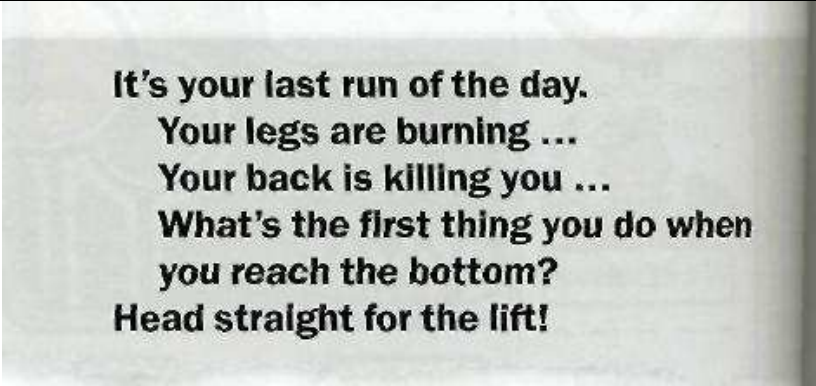
1.3. PROMOTION AND MARKETING IN TOURISM. BUSINESS DOCUMENTS

A. Reading and speaking

TYPES OF ADVERTISING AND PROMOTION

1. Look at these slogans and extracts from advertisements connected with tourism (1-11). Match them with the destinations and services (a-k) listed below.

1.	 A slogan in blue and yellow text on a light background: "Where the sunshine never goes on holiday".	
2.	 A slogan in bold black text on a light background, preceded by a thick black horizontal line: "ANSWER THE CALL OF THE WILD".	
3.	 A slogan in blue text on a light background: "The surroundings may be your greatest handicap".	
4.	 A slogan in white text on a red background with a torn-edge effect: "Come fly the friendly skies".	
5.	 A slogan in black text on a light background: "IT ONLY TAKES A TICK TO GET THERE".	

6.		
7.		
8.		
9.		
10.		
11.		

- a Eurostar train London to Paris
- b holidays for people aged over 50
- c Portugal
- d brochure supply service for Australia and New Zealand
- e Iberia group airline
- f an American airline
- g skiing in the Canadian Rockies
- h Australia
- i golf holidays in the US mountains
- j African safaris
- k car ferry company

2. *The abovementioned advertising slogans on the previous page are all from newspapers, magazines, and display posters. What other forms of tourism advertising and promotional activity can you think of? Make a list.*

3. *Here are some different ways of promoting a tourism product or service. What are the advantages and disadvantages of each? Are any of them particularly suitable for certain products and services?*

- a advertisement in magazine or newspaper
- b leaflet given out in the street
- c leaflet available in travel shops
- d advertisement in theatre programme
- e neon sign in city centre
- f advertisement on billboard by roadside
- g poster at railway station or airport
- h television advertisement
- i cinema advertisement
- j press release
- k sponsorship of a sporting event
- l sales promotion, e.g. early booking discount

- m personal selling, face-to-face or tele-sales
- n direct mailing/mailshots
- o web site on the Internet
- p point-of-sale promotion (leaflet, poster)
- q commission to selling agent

4. Which type of promotional activity do you think would be best for the following?

- cheap last-minute flights
- new caravan and camping site
- inclusive packages to see the next Olympic Games
- travel insurance
- new cut-price transatlantic air service
- trekking holidays in Nepal
- new children's theme park

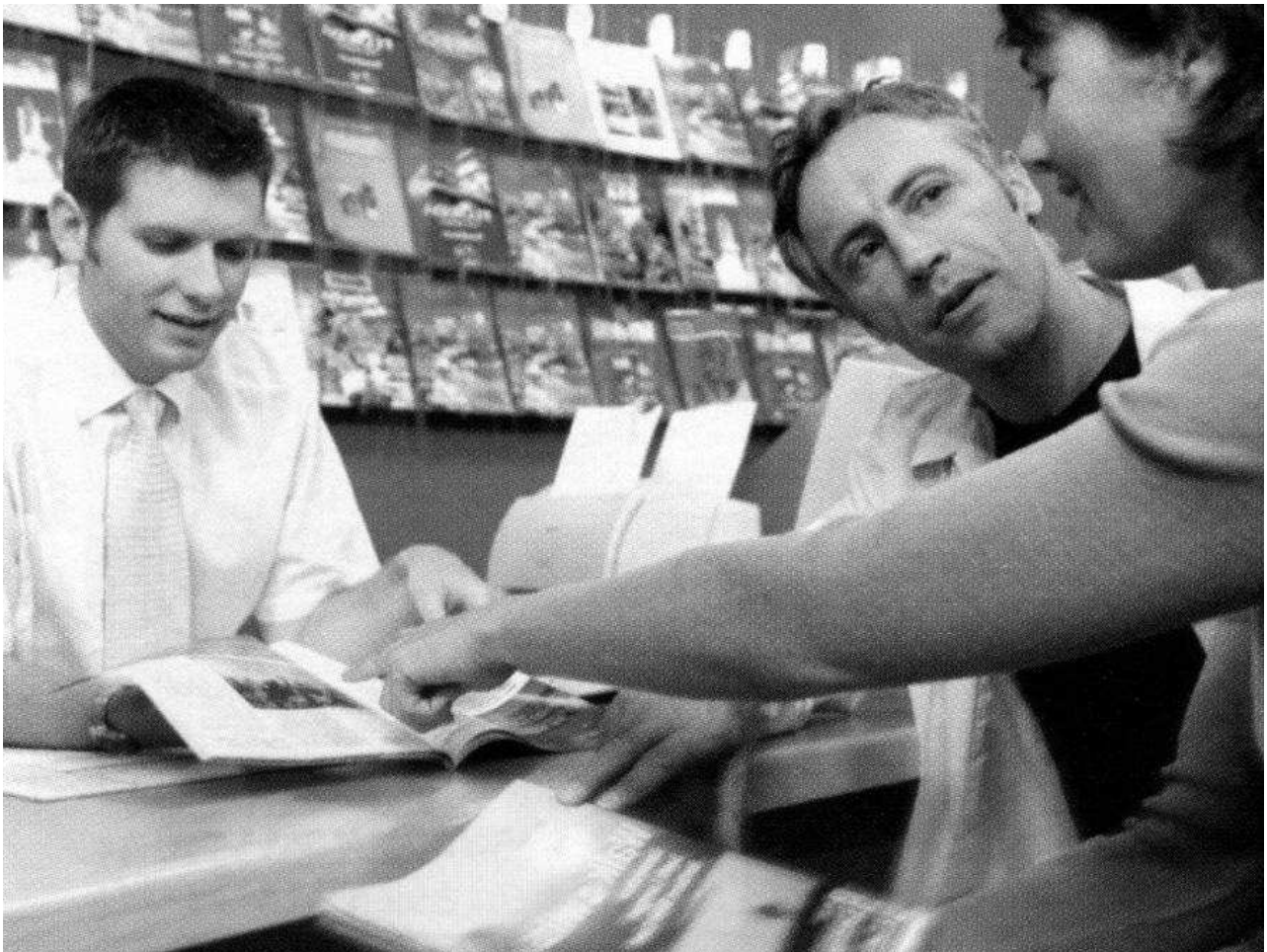
B. Reading and speaking.

Travel agents are concerned with direct face-to-face promotion and selling. You are going to read an article, 'How to sell your product', which gives travel agents some information on the five stages of selling.

1. Before you read, what order do you think these five stages would be in?

- a find out what the customer wants
- b post-sales contact
- c show product knowledge and expertise
- d help the customer relax
- e close the sale

2. Now read the article to identify the correct order and provide the five missing sub-headings.



HOW TO SELL YOUR PRODUCT

Competition in the travel agency business is tough. Businesses that want to survive must know how to gain customer confidence, present their products, and ultimately close the sale. Many books have been written on the art of successful selling, so here are some of the choicest tips in five simple stages.

1. _____

First impressions count. As Oscar Wilde said, 'Only the superficial cannot judge by appearances'. Whether or not you agree with him, there is no denying the fact that most people hope a visit to the travel agent will be a prelude to, if not the memory of a lifetime, then at least the high point of the year. A warm smile, a pleasant appearance, and good eye contact all help the would-be traveller to relax, safe in the knowledge that he or she is in the hands of a professional.

2. _____

The next stage is to identify the needs of the prospective client. This is done by asking questions about the composition of the group, the destination and duration of their trip, their preferred mode of travel, and their anticipated expenditure.

The problems encountered at this stage range from the client not having a very clear idea of what they want, to their being unrealistic about what it is going to cost. As soon as the salesperson has established the customer's requirements, he or she moves on to the next stage.

3. _____

Effective sales staff will demonstrate good product knowledge by pointing out not only the relevant features of a variety of travel packages, but also their advantages. Evidence shows that the agent who demonstrates intimate knowledge of the product that they are recommending is more likely to achieve a successful sale. However, it is impossible to be familiar with all aspects of each company's services. Therefore it is vitally important that the salesperson is able to access information quickly through use of the computer or the brochures provided by the tour operators.

Let's assume that the first package you draw to your customer's attention seems to meet with their approval. The sale does not stop here. It is now a good idea to show something else, if only to point out the comparative advantages of the first choice.

4. _____

That way, with luck, the salesperson may proceed with closing the sale – in other words the client makes a commitment of some kind. The ideal outcome is that the client makes a firm booking by paying a deposit. Yet the salesperson must make sure clients do not feel pressurized into deciding one way or another. If need be, the salesperson should offer to call them later or invite them back in.

5. _____

A good sales technique does not stop with a successful sale. Interest and care must still be shown to ensure customer satisfaction. It has become common practice in many travel agencies to maintain some form of post-sales contact through the use of a 'welcome home' card, both to instil customer loyalty and to encourage a high level of repeat business. The skill of selling successfully to a growing customer base requires human interest, dedication, and above all, hard work.

3. At which of the five stages might you hear someone say the following?

- a I can really recommend this place - I was there myself last year.
- b Please take a seat.
- c Would you like me to make a definite reservation?

- d Can I help you?
- e We'll be sending next year's brochure to you in a few weeks.
- f Do you know where you'd like to go?
- g Let's see if we can find a similar package from another operator.
- h That may be a bit beyond the price range you mentioned.
- i Was everything satisfactory?
- j Well, why don't you think about it and I'll give you a call in the morning?

4. What would you say in these situations? Discuss in groups.

- a A customer is looking at a winter sports brochure.
- b A young couple come in and start arguing about where to go.
- c A young family tell you how much they would like to spend on a two-week holiday. The kind of holiday they want is twice as expensive but they do not know this yet.
- d You are speaking on the phone to an important regular customer. Everyone else is busy. Suddenly someone comes in and starts complaining very loudly about the holiday they have just been on.
- e A customer asks you a detailed question about a particular resort which you are unable to answer.

C. Role-play.

Role-play one or more situations given in task B.

D. Vocabulary.

- 1. Each of the groups of three adjectives below can be used to describe one of the nouns in the box. Match each noun with a set of adjectives. Can you add an appropriate adjective to each set? Use a dictionary to help you.*

beach	village	hills	mountains
hotels	views	city	atmosphere

1	2	3	4
rolling	low-rise	quaint	relaxed
gentle	spacious	old-world	carefree
undulating	well-appointed	charming	welcoming

5	6	7	8
spectacular	unspoilt	ruined	secluded
soaring	striking	medieval	safe
majestic	panoramic	bustling	uncrowded

2. *This text about a holiday complex is informative but not very descriptive. Decide where the words in the box may be placed in the text to make the holiday complex sound more appealing.*



A STAY IN PARADISE

This holiday complex is within reach I of the bay and the sea. There are four tennis courts available to guests and the Sandy Lane Golf Club is just a bus ride away.

Hole Town exudes an atmosphere with its streets and houses. Watch the world I go by from the cafe terraces or sample: dishes in the restaurants.

easy floodlit whitewashed secluded, rocky cobble free-of-charge	easy-going many welcoming ideally situated short mouth-watering
--	---

3. *Work with a partner. Add descriptive words to the following passage, but this time choose the words you want to insert. Then compare your text with one written by another pair of students.*

TANGIER



Tangier with its bazaars and architecture provides a taste of the Orient. It has sporting facilities, including golf, tennis and sailing. Water sports can be enjoyed along its coasts which have beaches. You can try your luck in the casino or window-shop down the boulevards of the quarter. The Mendoubia Gardens, a palace and antiquities are just some of the attractions that Tangier has to offer.

E. Travel documents discussing.

I. HOTEL PRICE LISTS

1. *Read the hotel bills and price lists that follow. As a class, list some questions that could be asked and answered about them. Write the answers to the questions. When you have finished, check your answers with a partner.*

Example: *How much is one night at the Sleep Well Hotel?*
 What is the cost of a soda in the in-room mini bar?

2. Using the information on the following hotel bill, answer these questions.

1. How much does a room with a king-size bed cost?
2. How much did the guests spend on rooms?
3. How much was the tax?
4. How many nights did the guests stay?
5. On what date did the guest use the hotel's Internet service?
6. How much did the call to Directory Assistance cost?

Sleep Well Hotel 	
Receipt	
3 Nights	\$180.00
Room Service	\$ 18.00
Phone	\$ 2.00
Tax	\$ 20.00
TOTAL	\$220.00
<i>Thank you for your business!</i>	

MINI BAR PRICELIST	
BOTTLED WATER	\$3.50/BOTTLE
CANDY BARS	\$2.15/BAR
BAGS OF CHIPS	\$2.50/BAG
SODAS	\$3.00/CAN
PRETZELS	\$2.75/BAG
MINI BAR PRICELIST	

Las Palmas Beach Resort	
GUEST BILL	
3 Nights	\$325.00
Room Service	\$ 32.00
Phone	\$ 8.00
Dry cleaning serv.	\$ 10.00
Tax	\$38.50
TOTAL	\$433.50

Mini Bar Pricelist	
MINERAL WATER	\$4.25/BOTTLE
ASSORTED CHEESES	\$3.75/EACH
BAGEL CHIPS	\$3.50/BAG
FRUIT JUICES	\$3.70/BOTTLE
CARROT STICKS	\$4.75/BUNCH



Hotel Omega - Ocean Shore
1900 Seaway Blvd.
Tampa, Florida 33610
Tel. 813-555-4567

Guest:
Albert Bacchus

Room: 333
Rate: \$199.00
No. Persons: 2
Arrive: 06-AUG-05
Depart: 08-AUG-05

DATE	REF.	DESCRIPTION	CHARGE
06-AUG-05	RT333	Room Charge	\$85.00
		King size bed	
07-AUG-05	RT333	Room Charge	\$85.00
		King size bed	
07-AUG-05	RT333	Phone Directory Asst	\$ 2.00
07-AUG-05	RT333	Room Service	\$36.00
08-AUG-05	RT333	Room Charge	\$85.00
08-AUG-05	RT333	Internet Service	\$ 9.00
		Subtotal:	\$302.00
		Tax:	\$21.47
		TOTAL	\$323.47

06-AUG-05 VM Visa/Mastercard \$323.47

For Authorization Purposes Only

Auth Date 8-AUG-05

II. MENU DISCUSSION



1. Take a few minutes to read the menu. Discuss the different dishes with your classmates. Ask classmates what they would order from the menu.

2. Using the same menu, or a menu from a local restaurant, look at the *Burgers* section. What questions would a food server ask when a customer orders from that section. These are clarification questions. They help you gain more information about an order or a request.

Example:

Customer: *I'd like the Mushroom and Swiss burger, please.*

Food Server: *How would you like that cooked?*

Customer: *Medium-well.*

The food server's question asks for more details about the customer's order. As a class, make a list of clarification questions that food servers might ask when taking your order for different items on the menu. Write them on the board, and add them to the list.

Food Server Clarification Questions:

Would you like wheat or white bread? _____

How would you like your eggs? _____

Would you like potatoes or today's soup? _____

JOE'S LAND & SEA

APPETIZERS

1/2 LB. STEAMED MUSSELS \$8.95
WITH WHITE OR RED SAUCE

SCALLOPS \$9.95
WRAPPED IN BACON

NACHO PLATTER \$7.95

MINI CRAB CAKES \$8.95
ALL FRESH LUMP CRABMEAT



SALADS

TOSS SALAD \$3.95

CAESAR SALAD \$4.95
ADD CHICKEN \$6.95

TOSSED & TUNA SALAD \$7.95



SOUPS

FRENCH ONION SOUP \$4.95

MULLAGATAWNY \$4.95 **TODAY'S SPECIAL**
CURRIED CHICKEN SOUP WITH RICE & GREEN APPLES

BURGERS

FIESTA CATFISH BURGER \$7.95
CAJUN BLACKENED CATFISH,
TOPPED WITH JALAPENOS &
MONTEREY JACK CHEESE

DINGHY BURGER \$6.95
TOPPED WITH SAUTEED ONIONS,
LETTUCE, TOMATO & CHEDDAR CHEESE

MUSHROOM & SWISS BURGER \$6.95
WITH LETTUCE, TOMATO &
SAUTEED ONIONS

MUSH-MOUTH BURGER \$7.50
1/2 LB. TOP SIRLOIN, LETTUCE,
TOMATO, AVOCADO, MUSHROOMS,
SAUTEED ONIONS, & CHIPOTLE MAYO

VEGGIE DREAM BURGER \$6.25
1/2 LB. TOP VEGGIE PATTY, LETTUCE,
TOMATO, AVOCADO, MUSHROOMS,
SAUTEED ONIONS, SPROUT &
BASIL-PESTO MAYO



****ALL BURGERS COME WITH CHOICE OF:
POTATOES SALAD, HOMEMADE COLE SLAW,
FRENCH FRIES OR SWEET POTATO FRIES****

BREAKFAST



FIESTA OMELETTE \$6.25
DICED MILD PEPPERS, CHEESE, TOMATOES,
ONIONS, TOPPED WITH SALSA

HAMMY FARMERS OMELETTE \$6.25
HAM, PROVALONE, MUSHROOMS, TOMATOES,
SPINACH & GREEN ONIONS

2 EGGS N' TOAST \$4.95
EGGS ANY STYLE WITH YOUR CHOICE OF
WHEAT, RYE OR WHITE TOAST &
A SIDE OF SAUSAGE

OOOOOH OATMEAL! \$4.95
STEEL CUT OATS WITH CINNAMON,
RAISINS & PECANS. SERVED WITH
YOUR CHOICE OF TOAST

BEVERAGES

COFFEE \$.95

HOT TEA \$1.25

ICED TEA \$1.25

MILK \$1.15

SODA \$1.05

(COKE, DIET COKE, DR. PEPPER
SPRITE, ROOT BEER)

F. Role play.



1. Now use the hotel bill to role play this situation with a partner.

A customer receives her hotel bill when checking out and is surprised that it is so high. She asks the agent at the front desk to explain the bill. The hotel front desk agent explains the bill to the customer, including an explanation of the tax and other charges. The agent asks how the customer wants to pay, and the customer responds and pays.

G. Speaking. Telephoning.

Customer care Smile on the phone



The lines of the conversation between a caller in receptionist are out of order. Read the lines, and place a number from 1 to 13 next to each line to put the conversation in the correct order. When you have finished, your teacher will pick two students to read their corrected conversation to the class. Listen to see if your conversation matches theirs. Discuss any differences. The first one has been done for you.

1.		Hello, I need to speak to Dr. Ann Roler, please.
2.		Goodbye.

3.		I'll make sure she receives the message.
4.		Do you know her room number?
5.		Yes, I believe she checked in this morning.
6.		Certainly, one moment and I'll connect you to her room.
7.		Good afternoon, Plaza Suites Hotel.
8.		Thank you very much
9.		No, could you look it up for me?
10.		Yes, please. Would you please tell her to call Mary when she returns? My phone number is 555-2256.
11.		Thank you. Goodbye.
12.		I'm sorry there's no answer in her room. Would you like to leave a message for Dr. Roler?
13.		Is she a guest at the hotel?

H. Reading and writing.

1. Read the dialog illustrating the process of new locations selecting.



SELECTING LOCATIONS

Kelly: Hello, can I introduce myself? My name's Kelly Cooper from Austral Tours in Sydney.

Ludwig: Pleased to meet you. I'm Ludwig Szeiler. Austral Tours, you say?

Kelly: That's right. I'm looking into the possibility of taking Australian travellers to Malaysia for tropical breaks and your resort here looks very attractive. I see you have a leaflet about Tioman Island. Where is Tioman exactly?

Ludwig: It's just off the eastern coast of Malaysia, forty-three nautical miles to be exact.

Kelly: And how do you get there?

Ludwig: Well, there's a daily ferry service from Mersing which can carry 200 people and also a catamaran service which takes about 250 passengers from Singapore, and that leaves every day from the Singapore World Trade Centre. That takes about four and a half hours. Otherwise we do ten flights a day on nineteen-seater biplanes belonging to Berjaya Air from Singapore.

Kelly: Oh, so you're part of the Berjaya group?

Ludwig: That's right. It's Malaysian-owned and based in Kuala Lumpur. And we also have hotels in other parts of Malaysia and Sri Lanka, Mauritius, and the Seychelles.

Kelly: And what exactly do you have on offer?

Ludwig: Well, if you look in the brochure here, the hotel complex consists of basically chalet accommodation. There are 480 double rooms, and about a third of these have an extra bed and so we can accommodate about 1,000 people at any one time. And each chalet gives onto a courtyard which is named after a flower. We try to keep the gardens beautiful because if people come to a tropical destination we reckon it's because they want to see colour and variety. And in the resort itself we have a lot of activities like scuba-diving and snorkelling, golf, swimming, horse riding, jungle trekking and live entertainment in the evenings.

Kelly: It looks a very attractive site. And what are the rooms like?

Ludwig: They're all very luxurious with private shower and a hair dryer, a telephone, colour TV and - what else? - oh yes, a mini bar.

Kelly: Looks good. I'll have a word with our Chief Executive, I think she'll be interested. And how is business going at the moment?

Ludwig: Well, at present we're doing very well but we're always trying to

improve. At the moment we're putting in snooker rooms, a badminton and volleyball court and a karaoke lounge. And we're offering special deals for retired people.

Kelly: I see. That sounds interesting. Can I give you my card - and your name again is? **Ludwig:** Ludwig Szeiler. Let me give you my card.

Kelly: Thank you. So I'll tell our Chief Executive that I've spoken to you.

2. Write a 250-word business report of Kelly to her Chief Executive about the results of preliminary negotiations.

MODULE 2

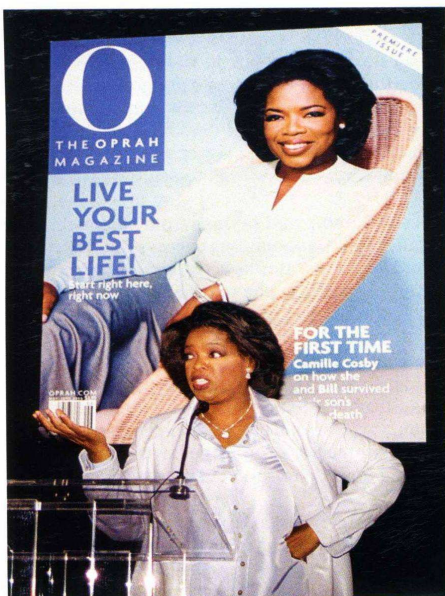
INTERNATIONAL COOPERATION IN TOURISM



2.1. INTERNATIONAL MANAGEMENT AND ETHICS

A. Reading and discussing.

- *Read the article on business ethics and the questions that follow.*
- *Each question has four suggested answers or ways of finishing the sentence, A, B, C and D.*
- *Mark **one** letter A, B, C or D for the answer you choose and explain your choice.*



COMPANIES TURN TO ETHICS FOR COMPETITIVE ADVANTAGE

In the old days measuring company performance was simply a case of looking at turnover, profits and dividends. However, the last few years have seen environmental and ethical issues move to the forefront of public concern and resulted in a closer scrutiny of a company's performance in terms of its business ethics. As the Government has been slow to respond to the increasing importance of ethics, companies have been forced to address the subject themselves and re-align their own management policies accordingly. These policies will determine how a company conducts all aspects of its business, from dealing with clients to reporting to shareholders.

By setting themselves up as ethical, however, companies are not so much promoting the importance of ethical conduct, the well-being of the local community

or the development of society as a whole, as engaging in a powerful marketing and PR exercise to attract both discerning clients and bright young recruits. In today's markets, any company without a coherent ethics policy is in danger of surrendering a competitive advantage to its rivals.

In order to develop an ethical code of conduct, companies will have to deal with issues such as the legal implications of their disciplinary measures and the effect any new procedures will have on employees. However, new policies can only be developed once the company has identified the core values that underpin its day to day operations. Without a clear understanding of these values, it is impossible to develop a code of conduct compatible with the company's culture. An effective code will dictate how employees approach conflicts and other stressful dilemmas not covered by the normal terms and conditions of employment. It will provide employees with a clear understanding of what behaviour is expected when they find themselves confronted with such dilemmas.

Ethical procedures are particularly critical in times of crisis. Pay disputes, sexual harassment charges or cases of fraud, for example, can involve very complex issues that require careful decision-making and can have a very negative effect on staff morale. At such times it is crucial that companies act in an ethical manner. By doing so, they may not be able to avoid the potentially damaging publicity such cases inevitably attract; they will, however, be in a much stronger position to defend themselves in a court of law.

The major obstacle which companies face, having established a code of conduct, is that of ensuring that each individual member of staff follows it. Some organisations simply distribute leaflets to all staff in the hope that they will read and act on them. Other companies take a more active approach and invite management gurus to hold seminars on the subject, which, while often highly entertaining, have little long-term impact. Although some companies now include ethics as part of their standard induction programme, it is widely accepted that this is not enough. The issue of ethics in the workplace is now of such importance that it needs to be incorporated into in-company development programmes for all employees, from the shop floor to the boardroom.

With little sign of public concern abating, no organisation can afford to ignore the subject of ethics in the workplace. In order to address the issue effectively, companies need to ensure that staff at all levels feel committed to the company and

its values and are motivated to transfer this commitment into ethical behaviour.

- 1 Business ethics are becoming more important as a result of
 - A consumer demands.
 - B shareholder concern.
 - C management theories.
 - D government legislation.
- 2 Why are companies promoting ethical practice?
 - A to develop customer awareness of social issues
 - B to help raise money for the local community
 - C to enhance the positive image of the company
 - D to improve the conduct of employees
- 3 What must companies do first to develop an ethical code?
 - A take appropriate legal advice
 - B consult employees at all levels
 - C establish their basic principles
 - D set up disciplinary procedures
- 4 A code of conduct helps employees
 - A work together more effectively.
 - B improve terms and conditions.
 - C understand their duties better.
 - D cope with difficult situations.
- 5 At times of crisis, a code of conduct reduces the
 - A likelihood of negative publicity.
 - B potential damage of legal action.
 - C negative effect on staff morale.
 - D time it takes to make decisions.
- 6 How can companies ensure that staff follow ethical procedures?
 - A by distributing detailed leaflets to employees
 - B by integrating ethics into training at all levels
 - C by arranging seminars with ethics consultants.
 - D by including ethics in induction programmes

B. Reading and speaking.



MANAGEMENT STYLES

The characteristics of management often vary according to national culture, which can determine how managers are trained, how they lead people and how they approach their jobs.

1. Below and on the following page you will find five brief portraits of managers in five different countries. Using your knowledge of the United States, the United Kingdom, France, Germany and Sweden, decide which country each of these portraits corresponds to.

1

Managers from this country:

- consider professional and technical skills to be very important.
- have a strong sense of authority.
- respect the different positions in the hierarchy of their companies.
- clearly define how jobs should be done.
- are very loyal to their companies and expect their subordinates to obey them.
- are often older than in other countries.

2

Managers from this country:

- receive a general education.
- delegate authority.
- take a practical approach to management.
- have relatively formal relationships at work.

- encourage their employees to work individually.
- believe it is important to continue education and training at work.

3

Managers from this country:

- consider social qualities to be as important as education.
- encourage their employees to take an interest in their work.
- pay close attention to the quality of working life.
- do not use as much authority as in other countries.
- appreciate low-level decision-making.
- are often women.

4

Managers from this country:

- generally attend business schools.
- communicate easily and informally at work
- admire the qualities of a leader
- expect everyone to work hard. Individual performance is measured and initiative is rewarded.
- have competitive and sometimes aggressive attitudes towards work.
- often accept innovation and change.

5

Managers from this country:

- go through an elitist educational system.
- have a strong sense of hierarchy and power.
- often have impersonal relationships at work.
- analyse problems in great detail before taking decisions.
- consider speaking skills to be particularly important.
- move easily between state and private sectors.

2. In groups, discuss the advantages and disadvantages of each approach to management and say which one you would find the most attractive. Do any of these profiles correspond to management practices in your country?

C. Business documents studying.

MEMO WRITING

1. Study the structure of a memo and **Useful Words and Phrases**.

MEMO

TO: Write the name(s) of the person/people receiving the memo here.

FROM: Write the name of the person sending the memo
here.

DATE: Write the date here. RE: Write the subject of
the memo here.

[In this space, write the text of the memo.]

Useful Words and Phrases

Certainty/Uncertainty

Sometimes we plan or hope to do something at work, but we get busy and don't have time to finish or begin a project. If you are sure that you will do something, you can use the future (*be + going to + base verb* or *will + base verb*) to say what you will do. But if you are not 100 percent sure, you can use words to express uncertainty. Some expressions you can use for uncertainty are listed:

I'll probably + base verb (I'll probably order the to-go containers this afternoon.)

I might (be able to) + base verb (I might clean the front lobby windows tonight, or I might be able to clean the front lobby windows tonight.)

I think I'll (be able to) + base verb or I think I'm going to + base verb (I think I'll contact the guests to reconfirm today, or I think I'm going to have time to do that today.)

I hope to + base verb (I hope to talk to my boss about the problem this morning.)

2. Using the following memo, answer these questions:

1. Who wrote the memo?
2. Who is it addressed to?
3. What are the main points in the memo?
4. When was the memo written?



To: All front lobby employees - ABC Hotel

CC: Supervisors

From: Jim Reeves, General Manager

Date: 12/18/10

Re: Change in room rates and check-out policy

Please be informed:

This memo is to remind you that as of 1 /I /11, room rates will change for all hotel rooms except single rooms with one queen-size bed, which are still \$105 per night. The new room rates for winter are as follows:

- Deluxe Suite — \$345 (no additional charge for extra guests)
- Suite — \$230 for 2 guests (+ \$25 per additional person)
- Room, 2 king-size beds with kitchenette — \$190 for 2 guests (+\$25 per additional person)
- Room, 2 queen-size beds — \$155 for 2 guests (+ \$15 per additional person)
- Room, 1 king-size bed — \$130 (2 guests only)

In addition, the new check-out policy is that guests must check out by 1:00 PM. If guests wish to hold their rooms until 6:00 PM, they may pay a \$30 late check-out fee to keep their rooms until 6:00. If guests need their rooms after 6:00 PM, they must pay for an additional night.

If you have questions about this policy, please see your immediate supervisor.

Your supervisor will explain more about these changes in your staff meeting at the beginning of the month.

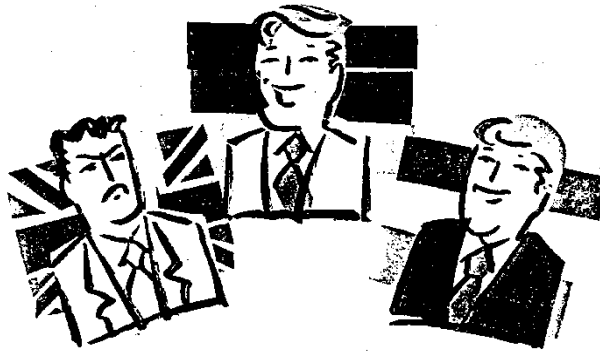
3. *With a partner, select one of the following memo topics, and write a one-page memo together. Be sure to use the correct format for a memo. (See the example.) When you are finished, exchange your memo with that from another pair of students. When you read the other students' memos, ask and answer the questions from Activity 2 to make sure that they included all of the necessary information.*

SAMPLE MEMO TOPICS

1. Write a memo from the owner of the hotel, telling employees that there is going to be a new restaurant at the hotel after March 15th. Tell the employees a little bit about the new restaurant.
2. Write a memo from a supervisor telling night-shift staff about a new policy of keeping the front doors locked after midnight. Explain that there will be a doorbell guests can ring when they return after that time.
3. Write a memo from the general manager to the assistant managers of a restaurant, telling them that they must check food servers' and prep cooks' stations to make sure that they have cleaned and done their side work before they can leave their shift.
4. Write a memo from the supervisor to the hotel employees to tell them that jewelry has been stolen from three hotel rooms in the past two months. Ask employees to contact you if they have any information about this. Also, remind employees to encourage guests to use the safes in their rooms for their valuables.
5. Write a memo from an airline to a travel agency informing the travel agency of new summer specials for students and seniors. Offer an incentive for the travel agents to sell tickets on their airline.

D. Reading and summarizing.

Read the text and answer the questions which follow.



BE NICE AND SMILE IF YOU WANT TO HIRE A HUNGARIAN MANAGER

EUROPEAN EXECUTIVE PROFILES

• Steve Lodge in London

Eastern Europe is no more a block than Western Europe when it comes to the way managers think. According to research by an Anglo-Dutch joint venture. Questionnaires completed by 8.000 managers from 18 European countries - including 400 each from Poland, Hungary, Bulgaria and East Germany show that 40 years of Communism has distorted but not overridden national cultures.

For instance, Bulgarians are just as unlikely to help the boss paint his house at the weekend as their UK, Dutch or West German counterparts. But nearly a third of Hungarians, a similar proportion to that in Spain or Italy, would do so. This should explode the myth of an Eastern bloc - all countries are different, says David Wheatley of British-based Employment Conditions abroad, which has developed the original research of Fons Trompenaars of the Centre for International Business Studies in the Netherlands.

Mr. Wheatley believes the research, which he plans to publish soon, should help West European companies employing and doing business with East Europeans. Deep-seated differences in attitude could be crucial to the way companies judge potential recruits, business partners and suppliers, as well as the ability to win business. Unless you recognise and take into account the differences, business relationships will falter or even fail, he says.

A Pole will call you utterly crazy during a meeting without meaning to be personal. Criticism of an idea does not extend to the person any more than it does among the Irish, the research finds. But East Germans and Hungarians are evenly matched between those who can take it and those who fear losing face. But all will take criticism of their plans better than Greeks, Portuguese, Spaniards and Italians,

the research finds.

A Hungarian manager is as likely to join your company because he likes and respects you, as much as the career opportunity itself. So friendly interviewing might pay off in recruitment. Colder, more formal work relationships - as in West Germany or Austria-might suit East Germans better.

Nine out of ten Hungarians will expect to be judged on the basis of who they are, rather than what they do. Austrians are similar. And in contrast to other East Europeans and his Greek neighbours, the typical Bulgarian expects to be judged more on how he works.

Surprisingly, the research finds East European managers are less collective thinkers than the West Germans, Belgians or French. Individual bonuses might motivate managers from Hungary, Bulgaria, Poland and East Germany better than many Westerners.

More than half East German managers questioned thought the overwhelming goal of a company should be profit. This is the greatest proportion of any country - West or East - and compares with only a quarter of West Germans and one in eight Hungarians. And three-quarters of East German managers also believe in getting the job done, no matter how upsetting this may be for employees.

Both these attitudes should bode well for the restructuring of East German industry into a united German economy with its associated redundancies. But West Germans might find East Germans' distrust of 'the system' hard to handle. East Germans would lie to protect their friends rather than follow the rules, and might in turn question the West Germans' own values.

But having ditched the emotional baggage of Communism, other East European managers might still not be left with anything like Anglo-Saxon business values. Hungarian and Polish managers will be much more loathe to sack people to rationalise their industry than East Germans. Three out of five Hungarian managers would favour adjusting their enterprises' objectives, including profits, to spare existing workers. Mr. Wheatley says the more Catholic countries might retain a view of business modelled more around personal relationships than Western business values.

National barriers may well be replaced with cultural ones, the research warns. If that is the case companies should prepare themselves for business values as different as those between Latin and Anglo-Saxon countries in the West.

The European

1. Which work do UK, Dutch and West German executives are ready to do for their bosses but Bulgarians are not?
2. Why is Mr. Wheatley's research able to help Western employers in hiring East European managers? In what way?
3. What is the attitude of East Germans, Poles and Greeks to criticism at the meetings?
4. What is the main reason of a Hungarian manager to join an international company?
5. Which countries' managers appeared to be good collective thinkers?
6. Would East German managers prefer to lie protecting their friends or follow the company's rules? How is this behavior explained?
7. Which two types of business values will dominate in international business in the closest future?

2 Write a 250-word summary of the text.

E. Vocabulary. .

Match the adjectives in A with the nouns in B. Use a dictionary if necessary

A	B
a foregone	argument
a fruitful	arrangement
a heated	block
a key	collaboration
a stumbling	conclusion
a vested	interest
a workable	issue

What is missing from these sentences? Use the expressions from the box above.

- a Perhaps the main _____ to responsible tourism is the profit motive.
- b There's been a very _____ between local pressure groups and the Ministry of Tourism and most of the problems have been resolved.
- c There's no point in holding the meeting the result's a _____
- d He owns a number of hotels in the area so he has a _____

in promoting the growth of tourism.

e It's not the best solution but it's a _____ for the time being.

f There was a _____ on the proposal to build a new motorway and some people got very angry.

g Although the effect of tourism on the environment is a _____ some people still don't want to measure the effects.


F. Business documents studying.

SITUATIONS FOR WRITING SHORT MESSAGES

Read the situations listed. Choose five, and write a brief note (approximately one to five sentences long) to your co-worker about each of the five situations. Compare notes with other classmates.

1. The plumber tells you he fixed the faucet in Room 703. Leave your supervisor a note.
2. The guests in Room 212 want extra towels sent up to them after 5:00 PM. Leave a note for your colleague who will be working at that time.
3. The concierge is off duty right now, but some guests ask you if they could book a city tour for tomorrow. Leave the concierge a note about this, and tell him or her to contact the guests.
4. A guest came into the restaurant in the morning to order two special pies. He already paid for the pies, but he wants to pick them up after 6:30 PM. You will not see the evening manager today because she comes to work after you leave for the day. Leave her a message about this guest and his pies.
5. The guest in Room 502 will need a wake-up call at 6:00 AM. Leave the person who works the night shift a note.
6. A guest called and asked to talk to the manager, but she is not in at the moment. Leave your manager a note to call the guest back.
7. A guest called the front desk to ask for airport shuttle service tomorrow morning at 5:30 AM. Leave the shuttle driver a note to tell him or her.
8. A guest on the 6th floor just called to tell you that the ice machine on that floor is not working. Leave a note for the mechanic.
9. You found a gold bracelet on the floor of the lobby. Leave a note for your co-workers to let them know so that they can return it if the guest who lost it asks about it.

10. Your supervisor just told you that the staff breakroom will be closed for renovation for the next two days. Employees will need to go outside for their breaks or sit in the back corner of the restaurant if it's not busy. He wants you to let the rest of the staff know. Send an email to your co-workers to explain about this.

MESSAGE	
For: _____	
Caller: _____	

Phone number: _____	
Message: _____	

Message taken by: _____	

2.2. INTERNATIONAL NEGOTIATIONS

A. Reading and discussing.

CULTURAL DIVERSITY. HOW CULTURE INFLUENCES BUSINESS



1. Discuss with your partner.

What factors affect decision-making in these areas in your country?

- recruiting new employees
- promoting staff
- fixing salary levels
- making staff redundant

2. Look at the article on the opposite page about a research project which examines the effect of cultural values on management decision-making. Choose the best sentence to fill each gap.

A	This relationship is based on shared expectations which are common to employees of the same nationality.
B	Typical of this is the belief that individuals should receive salary gains without having to share them with lower-performance colleagues.
C	These take the form of one-page problem scenarios, each one centred on a specific issue.
D	However, without this awareness, employees from diverse nationalities cannot appreciate their differences and build mutual understanding.
E	Most international human resources managers will have experienced these expectation differences at first hand.
F	These sensitive areas touch directly upon cultural norms and people's sense of well-being and order.
G	Decisions taken with the welfare of more than the individual in mind and characteristic of this value system.
H	There is also the more complicated question: what reasons do they give to explain their choices?

NATIONAL CULTURES, INTERNATIONAL BUSINESS

National culture is a major barrier to making global businesses effective. Different nationalities have different expectations as to how employers and employees should behave. Michael Segalla describes how national values are directly related to organisational decision-making.

In today's hyper-competitive global markets, any company that operates internationally is faced with the task of integrating many value systems into a framework that allows the organisation not only to survive but also to compete effectively. A European research group - the European Managerial Decision Making Project - was formed in 1994 to examine the effect of different national value systems on organisational policy. The project's research methodology is simple: given identical business problems, do managers in six different European countries choose similar solutions?

0	H
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 In addition to the responses to these two questions, the study also includes both organisational and personal data.

The behaviours that intrigue the research team most are decisions concerning recruitment, promotion, remuneration and workforce reductions. The criteria used to select, promote, pay and make employees redundant are thought to reveal most about national values.

1	
---	--

 Decisions about finance and marketing, on the other hand, are far less emotive and less likely to reveal underlying values.

The researchers believe a strong bond exists between people's sense of well-being and their situation at work, that is, the way they get on with a work group or employer

2	
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 For multinationals, therefore, an understanding of cultural diversity within the organisation is a prerequisite of effective employee relationships.

The research is based on semi-structured interviews with managers from 74 European banks. The managers are presented with common dilemmas focusing on the four key areas: recruitment, promotion, remuneration and reductions in the workforce.

3	
---	--

 The respondents are asked to solve these dilemmas and give their reasoning.

The responses are then plotted between two opposing logics. The first is called 'group logic'.

4	
---	--

 Even decisions such as who to promote or make redundant can sometimes be discussed in terms of their group effects. The second logic is an economic rationale, which the researchers called 'market logic'. Here decisions are based on the economic realities arising from the marketplace as opposed to group considerations.

5	
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 A summary of the study's findings is shown in Figure 1 (on the next page).

According to research, few people really know their own cultural values.

6	
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 This means that organisations need to approach cross-cultural training seriously as it can be critical to the success of an international venture. Simply bringing in a 'cultural expert' to talk about different national values is not an option. Although these seminars can be entertaining, they ultimately fail because they do not require managers to examine their own values first.

3. *Are decisions affecting each of the four areas based on group or market logic in your culture?*

B. Reading and speaking.

Read the article below about cultural awareness in business. Choose the best word to fill each gap. For each question 1 - 10, mark one letter A, B, C or D. There is an example at the beginning (0). Explain your choice.

CULTURAL AWARENESS

To succeed in today's global market place, it is essential to learn as much as possible about the (0) _____ in overseas markets. In the past, companies with international aspirations simply familiarised themselves with any differences in the legal system or in the (1) _____ used in the day-to-day business of import and export.

Modern trade, however, (2) _____ more. Today the company seeking international success must also understand the people who live and work in countries they deal with, how they think, behave and do business. In short, today's

market leaders must (3) _____ greater cultural awareness.

Business people operating in foreign markets often fail to consider that cultural differences can result in a (4) _____ of approaches to everyday business activities such as the way a cross-cultural team (5) _____ or how it conducts its meetings.

One of the main (6) _____ of investing in our cultural awareness programmes is that they can help you to fully (7) _____ your business potential, leaving you better placed to succeed. Our cultural awareness training seminars will (8) _____ the importance of taking into account how other nationalities think and behave and how they might see you. We can also help you develop the (9) _____ you need to construct effective working relationships and (10) _____ difficulties that may arise when working with colleagues or clients from different nationalities and cultures.

Example

0 A conditions B elements C influences D factors

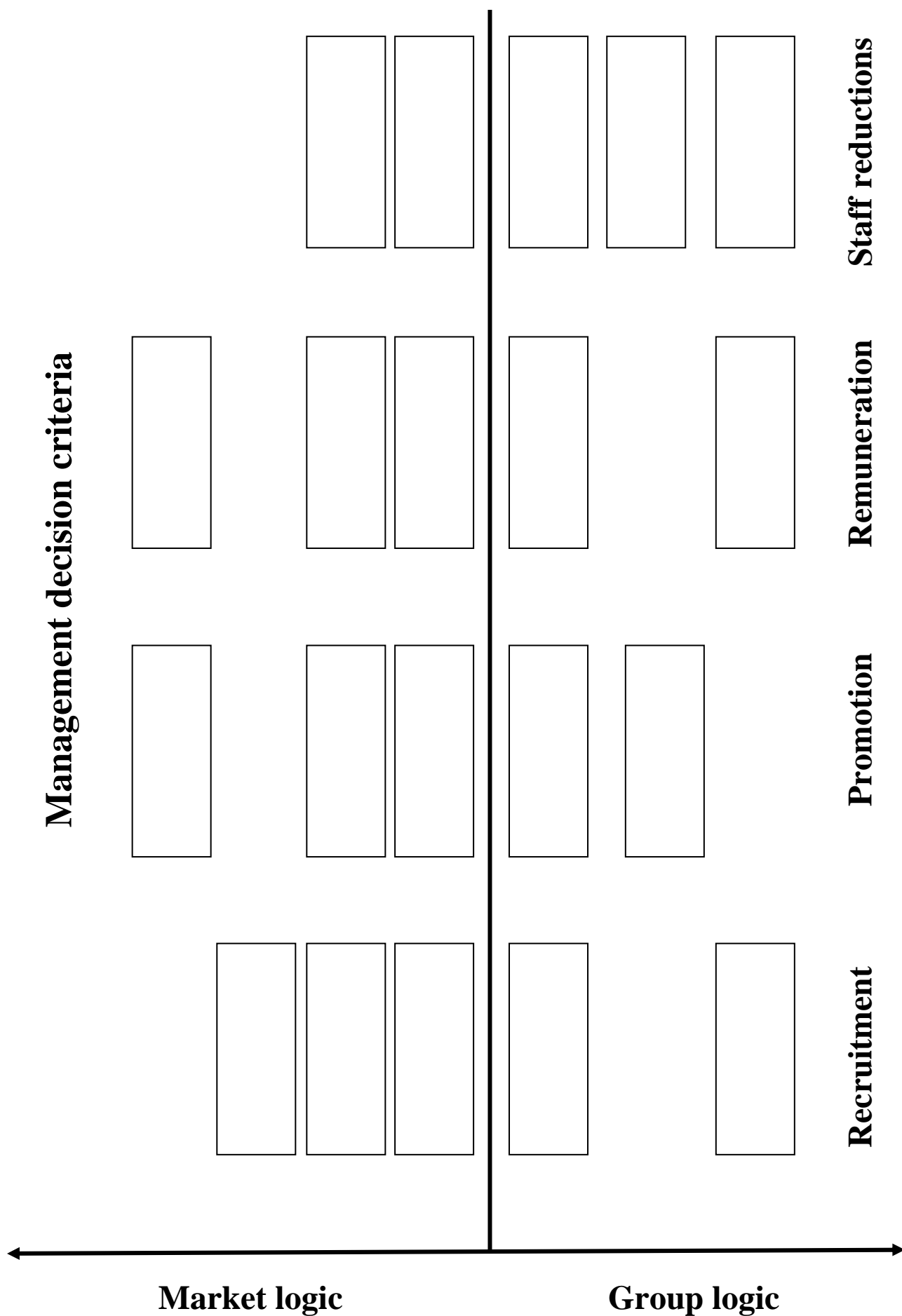
0 - A

C. Reading and making presentations.

1. Read the conclusions below from the European Managerial Decision Making Project. Put the names of the countries to the bars on the scale?

England	France	Germany	Italy	Spain
---------	--------	---------	-------	-------

1.	A	technicalities	B	mechanics	C	schedules	D	procedures
2.	A	commands	B	requests	C	demands	D	prescribes
3.	A	procure	B	find	C	acquire	D	earn
4.	A	variety	B	scope	C	choice	D	selection
5.	A	co-operates	B	associates	C	contributes	D	participates
6.	A	prizes	B	benefits	C	premiums	D	compensations
7.	A	practise	B	exploit	C	outdo	D	employ
8.	A	demonstrate	B	expose	C	announce	D	publish
9.	A	talent	B	skills	C	strength	D	proficiencies
10.	A	overturn	B	overrun	C	overtake	D	overcome



The results of the survey are summarized below.

- In Italy, England and France respondents tended to use market logic in hiring the managers. They more often chose to hire foreign, multilingual employees with an elicit general education. The German and Spanish managers followed the opposite strategy by hiring local managers with more technical training.
- The German sample stood nearly alone in its concern for promoting managers on the basis of objective performance criteria. In contrast, French managers based promotion on seniority or group loyalty criteria.
- The German sample stood alone again in its concern that remuneration should be based on measurable individual performance factors. Again the French sample held the extremely opposite belief that remuneration should be based on group, not individual performance
- English managers most often based staff reduction decisions on the performance-to-salary ratio. More than 70 per cent of the English respondents would make redundant a middle aged, high-salary manager with average performance. At the opposite end of the scale, less than 10 per cent of the German respondents would discharge the same manager. They would favour discharging young managers who could find jobs more easily, therefore preserving social stability.

2. Choose two of the five countries and make a presentation on the difficulties people from these countries might experience when working together?

D. Reading and discussing.

Everybody knows the word *negotiation*. The challenge is that people come to the negotiating table with very different expectations of exactly what and how to negotiate. Here we analyse these differences.

1. In the table are eight dimensions of negotiating diversity which you can use to compare and contrast negotiating styles across cultures. Underline the parts of the text which describe your own approach to negotiating.



I. INTERNATIONAL NEGOTIATIONS - MAPPING DIVERSITY

DIMENSIONS OF DIVERSITY

1 Basic concept of negotiation

In some cultures a negotiation is conducted in a spirit of relationship-building and partnership. The aim in the early stages is simply to get to know each other. This slower, softer relationship approach can be very different from more competitive and goal-oriented cultural styles which focus aggressively on getting to an agreement and winning the best deal.

2 Negotiator profile

In some cultures negotiators are selected according to ability - their expertise, experience or past achievements. In others, negotiators may be present simply because of their status and seniority in the company, rather than their negotiating skills or business knowledge.

3 Negotiator role

In some cultures an individual is given responsibility to negotiate. In others, negotiation is conducted by a group or team. The role of decision-maker may also differ. In some cultures the real decision-maker may not be at the table, or, if they are at the table, they may not be speaking, but observing silently.

4 Issues and priorities for negotiation

In some cultures people prefer to begin with general principles. In others, the negotiation moves quickly to detail. Some negotiators want to talk about solutions; others focus more on risks. Some want to talk about price; others agree price quickly, but want to discuss quality and delivery issues at length. In cultures with a focus on

harmony, people begin with points of agreement. Negotiators from more competitive environments, or more tolerant of conflict, may go straight to points of disagreement.

5 Rituals and protocols

All cultures have rituals and protocols about the social component of a negotiation, for example how people are welcomed at the start of the negotiation (are gifts given, or an opening speech by a senior manager?); seating protocols (where do the most senior people sit?); entertaining (what level of social entertainment is expected?).

6 Communication style

Some cultures accept directness, emotionality and even aggressiveness. Others prefer indirectness, emotional neutrality and harmony. Some cultures will expect a negotiation to be a highly structured meeting. For others, it can be more of a flexible discussion.

7 Time

Different attitudes to time can impact on negotiation in a number of ways. Some cultures with a longer-term mindset may tolerate a negotiation process which takes weeks or months, frustrating those can-do cultures where things happen more quickly. Within a negotiation, it's common to see a clash between those who want to follow strictly the timetable or agenda set for the day, and those who prefer to work with less structure and time focus.

8 Agreement and legal contract

In some cultures verbal agreement is a binding commitment. In others, what was agreed at one meeting may be open to negotiation again later if circumstances change. The type and status of any final legal contract will be different across cultures, often simply because there are different legal requirements relating to contracts in each nation state. Some cultures may require a level of detail - especially regarding the identification of risk and responsibility in case of breach of contract - which will frustrate others.

2. Read through the table again and identify differences to your approach which you have experienced or might experience when negotiating across cultures.

3. Read three international negotiating situations. Which of the differences in negotiating style analyzed in the table explains the speaker's experience in each situation? You can check your answers later.

- Speaker 1** I had some problems negotiating with a couple of companies which I was trying to sell to. It was very difficult to discuss price with them. Normally, as a supplier, I would start with a high price and then negotiate down a little closer to the buyer position. But with these companies, the first price given to me was the final price. I found it really frustrating, to be honest, and so we discussed it over lunch. The buyer explained by saying that in his culture not negotiating price was a kind of honesty. It was like they didn't want to give me a false price at the beginning, so they started with the final price, which was non-negotiable. The actual negotiation was around other things like delivery, quality and so on, not price. When I understood this I felt a lot better.
- Speaker 2** I couldn't believe it. We had a two-day negotiation with our partners. Eventually, we got a verbal agreement to go with the deal. But when I emailed over a paper contract, I got a reply back saying that we hadn't agreed anything at the meeting. In fact, the guy seemed to be saying that we hadn't even discussed a couple of the key issues at all. For me, this wasn't intercultural misunderstanding. It was purely tactical and, from my point of view, totally unacceptable. In the end I didn't reply to the email and just walked away from the deal.
- Speaker 3** I was having real problems selling our solution to the client. It was taking forever and was quite confusing - there were so many people in the room and involved, sometimes I didn't know who I was meant to be negotiating with. Anyway, I'd read that contacts were important in this country and so, because I knew people at the embassy, I said to my counterpart that if he signed, I might be able to set up a meeting for him with a member of the royal family. So I was offering this guy something special. You won't believe how quickly he signed. And that's a tip for international negotiating: know the culture and use the right cultural tools which will get you to an agreement.

4. In the third story the speaker describes a strategy for international negotiators when he says that it is important to 'know the culture and use the right cultural tools which will get you to an agreement.' How far do you agree with him? Which 'cultural tools' do you use in your working context?

HOT TIPS

- Research the negotiating style of your counterpart by reading country-specific briefings
- Ask experienced colleagues inside the company and any external contacts you have for their experience of the target culture
- Use the table presented in this module to map possible gaps in approach and style between yourself and the people you negotiate with.



II. INTERNATIONAL NEGOTIATIONS - CLARIFYING THE PROCESS

In the next part we'll look in detail at strategies for managing negotiation style differences identified earlier.

In his book *Negotiation - readings, exercises and cases* Daniel Lewicki argues that it's important to know how well each negotiator understands the other's culture.

Effective negotiators can then decide which kind of negotiating process to use. He identifies five main processes:

1 Use a middleman

If neither you nor your counterpart share an understanding of each other's mindset and approach, then it may be better to use a middleman, someone who has

knowledge of both cultures, to create better understanding and prevent conflict.

2 Persuade them do it your way

If you have little understanding of your counterpart's culture but they understand yours, it may be simpler to ask or persuade your counterpart to follow your way of doing things.

3 Do it their way

On the other hand, if you are very familiar with your counterpart's culture and they are unfamiliar with your way of doing things, it could make sense to work with their procedures and approach to maximise the collaboration opportunities.

4 Negotiate the process

If both parties have reasonable knowledge of the other's mindset and approach, the strategy could be to negotiate about the negotiation process itself, to clarify expectations in relation to roles, to deadlines, to detail of information, and so on.

5 Improvise

Where both parties have excellent knowledge of the other's business culture it may be possible to improvise according to each situation, as there is little potential for misunderstanding.

1. Read three extracts from the opening of negotiations between John Hansen, an IT software supplier, and different global customers. Which strategy does John use in each negotiation? You can check your answer later.

Extract 1 _____

Extract 2 _____

Extract 3 _____

Extract 1

John: OK, before we begin, shall we just do a few introductions? I'd like to welcome Alexander, who you won't have met before. I've asked him to join us as he's a Russian speaker, and so he can help you with any language issues. He's also very experienced in both Russia and Canada in this form of negotiation so I'm hoping he will act as a kind of cultural bridge to support us.

Extract 2

John: So, how shall we proceed today?

Customer 1: I think we can just get started. I don't think we need a formal process. We know each other pretty well, so let's just begin with what we think is important and we can look to structure things a little later if necessary.

John: Sounds fine to me.

Extract 3

John : So, it's great to be back. I think this is visit number 35 to Argentina. It's beginning to feel a little like home.

Customer 2: Well, you are most welcome, as always. So, how shall we proceed?

John: I'm happy to follow you. I think I know how you like to do things and I'm happy to go with that today.

Customer 2: Great. So then, as you know, we always like to start with a little review of the market situation.



III. NEGOTIATING HOW TO NEGOTIATE

One of the strategies identified by Lewicki was to coordinate the negotiation process itself - to discuss and agree how to manage diversity, in order to create a clear platform for discussion and collaboration. The following four-step approach can be used to achieve this.

Step 1 Propose to clarify dimensions of the negotiation process

I'd like to clarify one or two things about the discussion process before we start...

Step 2 Identify and explain the diversity dimension(s) to clarify *I think we have different ideas about what quality means...*

Step 3 Propose and negotiate a way to manage the diversity dimension(s) *Perhaps we should start by defining in more detail what we mean by quality...*

Step 4 Agree a way forward

What do you think? Would this be useful?

Read this extract from an international negotiation and underline the language which Claudio uses for each of the above steps. You can check your answers later.

Claudio Before we start, I think it would be useful to clarify a little how we plan to negotiate today. One of the main issues is how we see our roles. From our side, we have a lot of scope to discuss all the issues, but in terms of any final agreement we have to go back to our senior management for approval. That means for us we should see this part of the negotiation as a first discussion phase and we would be looking to finalise things at another meeting at some point in the future. How does that sound?

Martha Well, it's good that you raised this, as our understanding was quite different. We expected to close the deal today. Our role here is really one of decision maker but we appreciate your situation is a little different. I would propose a form of compromise in that any decision we reach today should be seen as a 90% solution with 10% to finalise at a future meeting. Otherwise, it may be better to wait.

Claudio No, that's fine from our point of view. I think we have scope to agree to a 90% solution which we can move to a deal by the end of the month?

Martha Good. So we can begin with...

The above process works as an example of how to open a negotiation - to actually negotiate the process of negotiation itself. There are no guarantees that counterparts will accept this approach, but it can be a strategy to demonstrate openness and to win commitment to achieving mutual success.

HOT TIPS

- Adopt a flexible approach when entering the international negotiation arena. Select one of the five strategies for international negotiation based on your assessment of each negotiating partner's knowledge of the other's culture.
- Where possible, negotiate the negotiation process at the start to create a transparent platform for discussion

ANSWERS.

PART I.

Speaker 1: Issues and priorities for negotiation

The seller believed price was a critical issue **for** discussion in the negotiation. The buyer wanted to concentrate on other factors, like delivery.

Speaker 2: Basic concept of negotiation / Agreement and legal contract

The partners probably saw the negotiation more as a getting-to-know process, where the discussion was not to reach agreement quickly, but simply to build a relationship and explore the potential for agreement. The speaker, who was very goal-oriented, may have misinterpreted the discussion as indicating agreement when in fact the partners were only agreeing with the possibility of agreement.

Speaker 3: Communication style / Issues and priorities for negotiation

In this anecdote the speaker describes his confusion with the communication style of his counterpart, which seemed very unstructured. His eventual success was because he identified a priority issue or need for his counterpart - making contacts with important people in society - and was able to make an offer to satisfy this need.

PART II.

Extract 1: Use a middleman

Extract 2: Improvise

Extract 3: Do it their way

PART III.

Step 1: Before we start. I think it would be useful to clarify a little how we plan to negotiate today.

- Step 2:** One of the main issues is how we see our roles. From our side, we have a lot of scope to discuss all the issues, but in terms of any final agreement we have to go back to our senior management for approval.
- Step 3:** That means for us we should see this part of the negotiation as a first discussion phase and we would be looking to finalise things at another meeting at some point in the future. How does that sound?
- Step 4:** No. that's fine from our point of view. I think we have scope to agree to a 90% solution which we can move to a deal by the end of the month?

E. Business documents studying. Consolidation.



TYPES OF MESSAGES

- Below is a series of different types of message (e-mail, letter, fax, telephone message) exchanged between a tour operator, and a travel agent. Some of the sentences have been removed. Read the texts and then go to task 2.

*KOSTAS HOLDING INC
MALLORCA
FAX MESSAGE*

TO: Mediterranean Vacations
ATTN: Terry Harvey
From: Constantinos Kostas, Director
DATE: 16 January PAGES: 2
RE: Casa Castella

a _____

As requested, I have also signed the contract and am faxing this to you.

b *I would be grateful if you could contact my secretary to arrange a meeting to discuss the outstanding details.*

Yours sincerely
C. Kostas

MEDITERRANEAN VACATIONS BROCHURE

Date: Fri, 16 Jan 2010 18:36:57+1.00

From: Medivac@dial.pipex.com
To: Leeprint@hktel.com
Subject: Mediterranean Vacations Brochure
Message: Lee, I have attached a copy of the text and photographs for two extra pages for the brochure. Please insert them at the beginning of Section 3, i.e. as pages 23 and 24, and re-number the following pages accordingly.

c _____

Please get back to me if you have any problems.

Best wishes, Jack Jones

Attachment 2. Name: Casa Castella

Type: application/octet-stream

Encoding: base 64

January 14

112 Everling Square

London, WC12 1LN

Dear Jack

As I mentioned to you when I was last over in England, I have been in negotiation with Mr Kostas regarding the rental of his villa the Casa Castella for our clients here in Mallorca and the possibility of including it in the Mediterranean Vacations brochure for next year.

d

I mentioned to Mr Kostas that it was very important to let us have a decision as soon as possible, and I explained that the brochure was going to be printed shortly. As yet, however, I have not heard from him, but I will contact you as soon as I do.

Best wishes

encl.

PHONE MESSAGE

Terry Harvey called while you were out. He has a firm agreement with Kostas for the Casa Castella, so we can go ahead and says we can feature it in this year's brochure if there is enough time.

e

2. The following sentences have been removed from the messages above. Read through the texts again and put the missing sentences in the correct place. The first one has been done for you.

- 1. I would be grateful if you could contact my secretary to arrange a meeting to discuss the outstanding details.*

2. I apologize for this late change, but it was due to circumstances beyond our control.
3. I have enclosed photographs of the property and a description of the villa and the area. As you will see, it is very desirable, and as it has six bedrooms and a swimming pool, I believe it would be very popular if we could include it. I have offered him fairly favourable terms because I believe that he has approached a number of other local tour operators with a view to renting it out.
4. He says you can ring him back if there's anything else you need to know - he'll be in the office most of this afternoon.
5. I am pleased to inform you that I have decided to accept your terms for the rental of the Casa Castella for the next two years.

C Work out the order in which the various messages were sent and complete the table below. The first one has been done for you.

- | | | | | | | | |
|---|----------------------------|---------------|-------|-------|-------|----|-------|
| 1 | The first message was the | <u>letter</u> | _____ | from | _____ | to | _____ |
| 2 | The second message was the | _____ | from | _____ | _____ | to | _____ |
| 3 | The third message was the | _____ | from | _____ | _____ | to | _____ |
| 4 | The fourth message was the | _____ | from | _____ | _____ | to | _____ |

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